



KING INFORMATION SYSTEMS, INC.

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October 26, 2016

Town of Southborough
17 Common St.
Southborough, MA 01772

Attn: Vanessa Hale

Dear Vanessa:

Attached you will find our report on Records Management. As outlined in our original proposal, we have included a *comprehensive* records inventory, an analysis of your files and space, and some specific recommendations and suggestions. Wherever possible, we have included options that are viable, and where pertinent, price quotations and/or estimates.

We want to express our appreciation to *all* the people who were helpful to us, showed us around, answered our questions, and patiently cooperated in every way.

The appended report requires a series of decisions on your part. It may be necessary for oral discussions to precede these decisions, and as always, we will be available for whatever time is needed to respond to your questions.

It should be pointed out that our suggestions are based on the best information that was available at the time. If conditions do change, we are always pleased to be informed and to update or change any of our recommendations.

We look forward to being of service to you, during and after the implementation of our suggestions.

Very truly yours,
KING INFORMATION SYSTEMS, INC.

Patricia M. Tigue
President

PMT/set
Attachments

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PREFACE

Our report is segmented into irreducible installments for a very simple reason: it is easier to deal with records on a departmental basis. There is little correlation, for example, between planning and zoning files and accounting!

On the other hand, there is need for an overview because of space planning considerations. For this reason, our recommendations are made in two separate ways. In the case of a "local" or "minor" matter, the recommendations are simply noted right along with the records inventory. Where an entire system or records series is involved, a separate section of this report, properly headed, is used.

To assist you in following and understanding our report, we have used a number-letter system for filing equipment. In each department or location, the files are numbered, drawers or compartments within a file are assigned letters. Thus, a four-drawer filing cabinet becomes "number 1", the top drawer is "1A", the second drawer is "1B", and so on.

It should be pointed out that, in the interest of conserving time and saving money, we have avoided the compilation of a records inventory for those items that should be re-handled anyway. For example, it makes little or no sense to go through *all* of the archival storage boxes during the paid analysis or survey phase. Since our recommendation is going to include re-boxing, an index system, and literal "one-by-one" handling of each box, a by-product to be gained from accepting our recommendation will be a detailed and *easily* updated inventory of stored

records.

Additionally, it should be noted that many small suggestions can best be handled on an oral basis and need not be in this report. Such recommendations have been made and will continue to be made during the implementation phase of the records reorganization project.

Many of our suggestions are primarily "human-related". By that expression we mean to convey the message that constant attention and policing are necessary to maintain any improvements that are made. ***A system is only as good as the people who maintain it!***

GENERAL RECOMMENDATIONS

We want to begin by saying that you do ***not*** have any insurmountable problems, which means that there is *no* need for any *major* expenditures. Right now, your problems fall more into the categories of “housecleaning” and “getting organized”! AND, ***if done properly***, you should greatly *reduce* the amount of time currently spent accessing the files, *as well as* “free up” some of the space now consumed by those files.

Recommendations that pertain to *several* different areas are outlined in this section, and to avoid redundancy, they will be referred to by number throughout this report.

1. “Hanging Folders” - Wherever possible, we urge the elimination of hanging or suspended folders. Such folders are simply ***too*** expensive and take up ***too*** much space! In fact, if all of the *paper* were removed from a drawer full of hanging folders, **the drawer would still be 40% full!!**

In addition to the cost and space problems, hanging folders are “cumbersome”, difficult to transfer and, if removed from the file, they cause *scratches* and “mars” on desks and other furniture. Finally, the use of hanging folders forces you to buy filing cabinets that are equipped with special frames, thereby increasing the cost of each vertical or lateral file cabinet!

Happily, there are ways to accomplish the *same* neatness that is provided by hanging folders! Use of *sturdy* folder stock, folders with *vertical grain*, and *file organizers* are some of the alternatives - all covered in this report!!

2. File Organizers – A brochure is enclosed that illustrates this *ingenious* device, and we have *also* brought along a sample for you! Folders are kept neat – ***no*** “slouching”, ***no*** “slumping”, ***no*** “sliding”!! An organizer should be placed in *each and every* drawer!!!

3. Purging – Simply put, ***you need to do some!*** “Old” information *and* “duplicated” information should be purged from *many* of the various files. Many legal battles have been lost over a *poor* choice of words in a document that was not even necessary to keep! Whether an organization is big or small, it is *imperative* that all records flow smoothly through three steps on a planned time schedule:

A. A period of active use - when references are frequent and immediate access is important. During this period, records remain in the office or close to the users.

B. A period of storage - during which the records are retained for occasional reference and/or for legal reasons. Any records scheduled for permanent retention, of course, will either remain in the storage area *or* be microfilmed.

C. Destruction - after records have served their full purpose and are no longer needed.

If records are not maintained according to the preceding, the organization will be faced with one *or* more of the following problems:

- an unmanageable “tangle” of papers within the files
- *wasted* clerical effort searching for information
- loss of important operating information
- extravagant use of high cost office space *and* equipment

- possible loss of key information in defending your organization against legal actions or governmental inquiries

Any of the above sound familiar?!

At the risk of sounding like common “scolds”, we must point out that ***much*** of your file space could be reclaimed by simply ***purging old, irrelevant, and useless*** documents, which can either be destroyed immediately or at least transferred to the archives, thus “freeing up” space and making the files more manageable.

4. Color-Coding - Color-coding is the assignment of color to a number, letter, or particular item that shows meaning. In filing, assignment of a color for each number 0 through 9, or for each letter A through Z, aids in filing and retrieval of all types of hard copy files. By putting these colors (letters, numbers, designators) in a *particular* position on a file folder, a “color/block” pattern is formed. When these patterns of color are broken, a “misfile” has occurred!

In retrieving a file, color recognition *speeds* “look-up” time, and it *also* saves pre-sorting time *as well as* facilitates “re-filing”. In fact, color-coded filing *reduces* filing and retrieval time up to 50% when it is correctly applied! “Misfiles” are virtually *non-existent* because of the ease of spotting a file when it is out of order. **AND**, the “good news” is that memorization of colors is ***not*** even necessary; the color works as a “flag”, which identifies position or meaning in a file sequence. A good color-coded filing system *can* work for several of your files, and in most cases, pays for itself in less than a year due to the time saved in filing and retrieval with *no* “misfiles”!

5. Subject Filing – This system is one of the most interesting filing systems,

but perhaps the least understood. With a subject file, the names of individuals, firms, or locations are *not* the determining factors; the filing “key” is the subject matter about which the papers pertain. The topic that is covered in the documents is the all important “key” to subject filing, *regardless* of the person or place involved, although a cross-reference is often advisable.

The importance of retrieval knowledge is certainly as great when using subject indexing as in any other type of filing. To understand how material will be requested requires a *thorough* guidance from someone who is completely familiar with your operation.

Certain steps need to be taken in the establishment of a good subject file:

1. Handle each piece of paper individually.
2. Determine the subject. Be specific.
3. Underline the subject.
4. Create categories before filing.
 - Create subdivisions.
5. Prepare index guides, 25-point pressboard, 1/5 cut black metal top tabs
 - Guides with tabs in the #1 position for main alpha headings.
 - Guides with tabs in the #2 position for sub-headings that have *more than* five folders.
6. Prepare individual folders.
 - A “miscellaneous” folder should be created for each letter of the alphabet. Folders will be green 11-point with fifth cut top tabs, center position *only*.

- An individual folder should *only* be created when **five pieces of paper** have accumulated for one topic. Folders will be kraft 11-point with two-fifths cut top tabs right position/reinforced back flap.

7. Prepare *color-coded* subject folder labels and affix to folders.

A label is printed for each of the 26 letters of the alphabet.

Alphabetic character and a color code bar across the top of the label are both printed in the same ink color. For letters A-M, the color bar is to the *top right* of the label; for letters N-Z, the color bar is to the *top left*, as the 13 colors used for A-M are repeated for N-Z.

8. File all material alphabetically by *specific* heading.

The recipient of each piece of mail, letter, report, or memo is responsible for underlining the subject for filing purposes. However, if you are the author, you're *obviously* responsible for indicating the subject under which it is to be filed!

The person designated for doing the filing should then file alphabetically, taking care to operate within existing captions. For example, an index guide #1 position might say "Water & Sewer", #2 position might say "Billings", folders might say "January", "February", and so on. Another index guide #1 position might say "Chapter 90", #2 position might say Project Files, and folders might say "Gale Rd.", and so on. A little practice will *greatly* improve the skills of true subject filing!

6. "Charge-Out" System - The successful operation of *any* filing system, big or small, is dependent upon the proper use of a **charge-out system**. Lack of

control over the removal of files throughout the areas that we reviewed *is* a problem! *Rank cannot have privileges. Deviations should not be made, no matter who requests the material *or* for how long. If it leaves the file, it *has* to follow charge-out procedures".

Either top or end tab "OUT" guides should be ordered "as needed" with the letters *OUT* appearing on the outer edge of the guide, *clearly visible*, thereby expediting the return of the folders to the file - and in the right place! The purpose of the guides is not only to tell you "who" has a folder but, they *also* facilitate file reference and "re-filing", *as well as* help to eliminate "misfiling" - ***their use simply needs to be enforced!!***

7. Index Guides – The purpose of index guides is to *reduce* the amount of time involved in making references to the file. AND, they *also* help to *reduce* "misfiling"!

TOWN ADMINISTRATOR/SELECTMEN

A variety of records is maintained in this area, “spread out” between Vanessa’s area and Lori’s area: personnel board, employee files, contracts, subject files, licensing, and so on.

Documentation is set up in a wide variety of letter size supplies – manila/colored folders, *some* green pressboard folders, with either third cut assorted undercut top tabs *or* third cut top tabs right of center/*some* reinforced back flaps with a *variety* of colored labels applied to the tabs referencing typed *or* handwritten titles (***many “falling off”!***). Indexing *also* appears right on the tabs – no labels! These folders are then “bulk-filed” in letter size green *hanging folders* with clear plastic tabs across the top front flap/inserts referencing *handwritten* subject or title. In some cases, A-Z tab inserts are used versus standard index guides. And, some documentation is set up in colored “presentation folders”/inner flaps.

Vanessa’s Area - Files pertaining to the personnel board are located right in Vanessa’s office, housed in one Steelcase 3-drawer standard steel lateral cabinet, 38 ¾”high x 36”wide x 18”deep/capacity, 32 ¾”/key lock top center.

1. A. - longevity
 - meeting material
 - evaluations
 - interviews
 - correspondence, ***back to 2005***
 - employee recognition

- staff training
- employee training (*several* folders)
- meeting presentations
- data protection audit, 2010
- sexual harassment policy, 2001
- personnel policies
- Cori
- tuition reimbursement (**2 papers!**), 2007
- salary administration plan, 2000
- early retirement incentive, 2002-03
- pay class studies, 2001/2007/2012
- senior tax work-off, **2001-05 (at least!)**
- personnel issues
- etc.

23 ½"

- B. - MMPA handouts, 2000-12 (*at least!*)
- UMass training proposal, 2010-11
 - website updates
 - assorted meeting files
 - personnel board correspondence/agendas/minutes, **back to 1990's-2001 (at least!)**
 - consulting proposal, **1986**
 - *more* salary studies, **back to 1960's-90's**

- job descriptions, ***back to 2001 (at least!)***
- *more* policy files (sexual harassment/drug & alcohol...), 2013
- etc.

13"

- "stack" of historical information

C. supplies

Files continue right *outside* Val's office. Employee personnel files are housed in one Haworth 5-drawer *standard steel* lateral cabinet, 62 ¼"high x 36" wide x 18"deep/capacity side-to-side, 32 ¼"/key lock center, beneath B.

For each employee, two folders are created (1=hiring documents, 2=medical). In any case, all of the employee documentation is set up in assorted style letter size manila folders, as previously described. A combination of standard blue and white labels is *usually* applied to the tabs, referencing typed/handwritten employee name/properly inverted and date of hire on application folder – there are also some *handwritten* names right on folder tabs, too. These folders are also "bulk-filed" in more letter size green *hanging folders* with clear plastic tabs added along the front flap in assorted positions/typed alpha inserts (25 division).

Documentation within these folders is ***not*** arranged in any particular order, there are lots of staples/paper clips used throughout the material, as well as "sticky notes" attached to some documents. A sampling of the files holding "hiring documents" revealed the following with an average document count of 60:

- acknowledgments
- correspondence

- training certificates
- performance appraisals/self-evaluation forms
- resumes
- applications
- etc.

A sampling of the files holding “medical documents” revealed the following with an average document count of 48:

- family leave notification letters
- correspondence (legal)
- medical documents
- FMLA designation notices/notice of rites
- certificates of health
- phone messages
- return to work slips
- etc.

2. A. empty

B. active employees: Amendola – Lindsey; full

C. Magnoni – Yetman; 23”

D. medical: Amendola – Woodford; 15”

E. “piles” of presentation folders (approximately 25”): resumes, 2014-16

Lastly, Vanessa’s general/miscellaneous files are housed in two more standard steel lateral cabinets located right next to unit 2.

3. 4-drawer unit, 53 ¾”high x 42”wide x 18”deep/capacity front-to-back, 15”/key

lock top right

- A. - advisory committee, 2004-09 – animal inspector (lots of *dog complaint* files, **back to 1980's!**/exempt land files, 1980's/airplane runway committee, **1990's**)
 - *more* dog hearing files/appointments – assessors, 1988 “to date” (Assabet Valley Tech files, back to 1990's-2014)
 - audits, 1990's-2015 – building department (correspondence, **back to 1990's**/bridge correspondence, 1980's-2015/fee schedule, 1999...)
 - full (45")
- B. - cable (hearings/contracts, etc., 2006-10, *at least*/cell towers, **back to 1990s's!**) – cemetery (study committee, **1990's**)
 - cemetery (hearings & studies, **1990's**/Cherry Streets, **1990's-2000**/blue-print, 1980's & 2000) - Commonwealth of MA/MDC (water system/land takings/impact reports, etc., **back to 1980's**)
 - Commonwealth of MA (advertising, **1980's**/Chapter 90, 2000-16/abandoned property claim, 2000/local aid, **1986...**) – conflict of interest, 2007-16
 - full (45")
- C. - conservation commission, **1970's-90's** (loop committee, 1988/land purchases, 1970's) – Chapel of the Cross donations (assorted files), 1990's - 2016
 - department donations, 2007-09 – Fayville Village, 2005 (economic development, 2010-16/employee assistance programs 1988)

- finance (bond meeting, 2015/fire correspondence, back to 2000/GIS/ grants, **back to 1980's**) - hazardous waste

full (45")

D. - BOH – library

- master plan – Mun. property
- municipal facilities committee (health agent reimbursement, **1999**/historic district study, **1991**/affordable housing, **1990's, etc.**) – planning board, **1990's**

full

4. 4-drawer unit, 52 ¼"high x 36"wide x 18"deep/capacity side-to-side, 32 ¾"/key lock top center

A. police – DPW

- police "miscellaneous", **1990's-2016**
- police, several article files, **back to 1990's**
- police, air quality, 2007
- interim chief, 2013
- various police files, **back to 1990's**
- public safety report, **1992**
- public works correspondence, **2001-2016**
- public works, several article files, **back to 1990's**

full (+ 3"!)

B. railroads – selectmen

- railroads, **back to 1990's-2016**

- recreation commission correspondence, 2008-15
- recycling committee, **back to 2005**
- safety committee, **back to 1995-2002**
- St. Mark's golf course, **1989-90**
- school deficit, **1999**
- school safety zones, **1998**
- school warning letters, **back to 1980's**
- Legacy Farms environmental notification, 2007-08
- management summits, 2008-09
- selectmen "miscellaneous", **back to 2003-2016**
- Milford casino
- etc.

full (+5"!))

C. sewage treatment – traffic rules & regs

- sewage study, **1991**
- sign committee, **1990's**
- stewardship committee, **2005-16**
- stormwater, 2000-11
- Sudbury reservoir, **back to 1980's**
- GASB, **2003**
- stormwater erosion regs, 2006
- town buildings, various files, **back to 1990's**
- town owned property

- etc.

full

D. transfer station – zoning

- transfer station correspondence, 2010-16
- transfer station violations/hearings, 2006-09
- trust funds
- utilities/lots of “hearing files”, **back to 1980’s**
- Worcester County advisory board, **1985**
- youth commission correspondence, **1980’s-90’s**
- ZBA correspondence, **2003-16**
- vacation, **1999-2008**
- advisory committee, 2008-11
- etc.

full

Lori’s Area - The following cabinets are located right in Lori’s area. Con-
tracts from the **1990’s** to current are housed in one Steelcase 3-drawer standard
 steel lateral cabinet, 39 ½”high x 30”wide x 18”deep/capacity, 26 ¾”/key lock top
 center.

1. A. Accounting Software – Municipal Aggregation; 12”

B. Metricom, Inc. – Youth & Family Services; 23”

C. union contracts/salary administration plan

- salary administration plan/increases, 2000-current
- school contracts

- DPW, **back to 2004-09**
- DPW pay increases, **pre-2002**
- fire contracts, 2001-16
- fire grievances, **back to 1980's**
- fire pay increases
- SEIU contracts, **1999-2013**
- SEIU grievances, **back to 2000**
- merit increases granted
- police contracts, **2001-2019**
- etc.

25"

Both licenses and insurance files are housed in one Steelcase 2-drawer standard steel lateral cabinet, 27"high x 42"wide x 18"deep/capacity side-to-side, 38 1/4"/key lock top center.

With licenses, there is a folder created for each year with the color signaling year as follows: yellow=2013, green=2014, purple=2015, blue=2016.

2. A. licenses: licensing board, 2015-16/alcohol awareness training, 2014/alcohol: Bill's Liquors – Yama Fuji/common vic: Beri's Deli – Wendy's Co./
class I: Eagle Leasing – Volvo of Southboro/class II: Bottomline Exchange – Town of Southboro/automatic amusement dance: Owen O'Leary's/7-day entertainment: Owen O'Leary's/licensing board rules & regs, **1980's-90's**/one day/limo service/taxi license application/common carrier/keno; full

B. supplies

Unit 3 is located in the conference room next to Lori's cubicle, 52 ½"high x 36"wide x 19"deep/capacity side-to-side, 32 ¾"/key lock below A.

3. A. FMLA/worker's comp/IOD employee files (3 separate A-Z files, no guides)

- EBS Foran (audit proposal), 2013
- FMLA: employee packet/correspondence
- workers comp forms ("no medical"/"no loss time"), 2013-16
- workers comp claims, 4/08 – 9/16
- IOD files: 2/12 – 9/16

26"

- B. - correspondence (monthly tab inserts on hanging folders/inner folders, "one" per year), 2014-16
- ATM files, 2008-16
 - STM files, 2009-13

25"

- C. MIIA files: bank statements/student injuries, 2011-14/certificates of insurance/town building valuations/underground storage tanks policies/claims by category (pothole & miscellaneous, MVA, windshield, property, etc.), 2013-16/MIIA credits, 2015-16/MIIA renewals, 2015-17/MIIA rewards, 2016-17/policy & fire renewals, 2014-17, etc.; 26"

D. "hodgepodge"!

- retiree medical coverage, **1990's**
- Fallon correspondence/contracts, **1990's**

- cafeteria plan, **1980's-90's**
- *more* various claim files, 2008-13
- *more* MIIA credits, 2007-13
- *more* MIIA renewals, 2009-11
- *more* "no medical"/"no loss time", 2008-13
- committee acknowledgments (handbooks), A-Z, 2011-15 (*at least!*)

full

There is one more unit here that houses "old" street files (selectmen's *permanent* files), **back to 1950's-2012 (*at least!*)**. Documentation is set up in the same variety of letter size manila/colored folders "bulk-filed" in *more* letter size *hanging folders*. Assorted colored labels are applied to the folder tabs, referencing addresses **but**, many of these labels are simply **"falling off"!**

A sampling of the documentation within these folders revealed the following:

- permit applications/variances/building & sewage permits
- correspondence
- copies of deeds
- hearing documents/notices
- form A's
- consulting reports
- copies of decisions/legal documents
- copies of orders of condition
- folded plans

- etc.

There are lots of paperclips/staples/binder clips used throughout this material. And, files are guided by a Smead 25 division set of letter size green pressboard index guides with fifth cut assorted pre-printed tabs.

These files are housed in one Steelcase 4-drawer standard steel lateral cabinet, 51 ¾"high x 42"wide x 18"deep/capacity side-to-side, 38 ¾"/key lock top center.

4. A. Acre Bridge Rd. – 24 Fairview Dr.; full
- B. 24 Fairview Dr. – Moore Rd.; full
- C. Moulton Rd. – Sears Rd.; full
- D. Skylar Dr. – 4 Wyndemere Dr.; full

RECOMMENDATIONS

We simply must begin by referring you to General Recommendations #1 *through* 7, as they ***all*** apply here in both Vanessa's area and Lori's area! AND, as far as "purging" goes (General Recommendation #3) – ***you simply can't do enough in either area (tuition reimbursement, back to 2007/senior work-off, back to 2001/correspondence, back to 1990's/insurance renewals, back to 2009/salary studies, back to 1960's/job descriptions, back to 2001/dog complaints, back to 1980's/safety committee, back to 1995/school warning letters, back to 1980's/contracts, back to 1990's, etc.!!)***

Once a thorough purge is completed, we can then address all of the *current* records stored in the assorted file cabinets throughout both areas. AND, the nature of *most* of these files dictates a *color-coded* "subject file" application, known as **Tell-i-vision (General Recommendation #5, pages 5-7)!** This method of filing will allow you to save time in filing and retrieval and, *at the same time*, greatly improve accuracy *and* efficiency in your files. AND, the *greatest* advantage of the Tell-i-vision system is that it "grows" along with the files – *a perfect "match" for general and miscellaneous documentation files!*

You actually have the "remains" of more than one subject file throughout the file cabinets in Val's area but, *proper* supplies to support the system were never part of the process! *Going forward*, the present "hodgepodge" of supplies will be eliminated, and similar information now "spread out" between multiple places throughout the files will be consolidated, and so on. In Vanessa's

area, existing file cabinets included in the Tell-i-vision conversion are as follows:
unit 1A-B, unit 2E, unit 3A-D, unit 4A-D; *Lori's* area, unit 1A-C, unit 2A, unit 3A-D.

The following supplies and labor will need to be ordered for your new **Tell-i-vision/subject files** (quantities to be adjusted "as needed" once purge completed):

- | | | | |
|----|---|---|----------|
| A. | 4 boxes | #50534 letter size blank index guides, 3rd cut black metal top tabs #1 position. Cost, \$89.30 per box/50. Total cost, | \$357.20 |
| B. | 2 boxes | Same as A, only #2 position. | \$178.60 |
| C. | 2 sets | #SPEC 100 division set green "miscellaneous folders", letter size, 5 th cut top tabs/center po- sition. Cost, \$79.00 per set. Total cost, | \$158.00 |
| D. | 1,000 | #10786 kraft 11-point letter size folders, 2/5 cut right tabs, reinforced back flap. | \$449.60 |
| E. | 3 bags | #67671 color-coded name labels. Cost, \$21.54 per bag. Total cost, | \$ 64.62 |
| F. | 50 | #51910 letter size "OUT" cards, top tab. Cost, \$46.15 per C. Total cost, | \$ 23.08 |
| G. | ----- | Drawer organizers, size/cost to be deter- mined once units are selected. | \$ ----- |
| H. | Labor to convert. It will be necessary to create folder labels, convert material from old folders to new, properly establish Tell-i-vision/subject files <i>and</i> "miscellaneous folders", and affix labels. Finally, captions for index guides will be estab- | | |

lished, guides installed, all folders will be re-filed, and your staff will be trained in the maintenance and perpetuation of the new system.

We would assign one of our records supervisors, who is billed at \$360.00 per day/one of our staffers at \$280.00 per day, *both* plus expenses, on a “per diem” basis due to all of the variables to complete the task for you.

As far as equipment to house your new Tell-i-vision system is concerned, the “**good news**” is that *you’re all set!* Since reference is generally made by either removing individual pieces of paper, *or* entire folders, *or* drop filing, vertical and lateral file cabinets are the answer! *AND*, since there is so much material that needs to be purged from the “seven” file cabinets presently in use, we know that you’ll end up with *plenty* of room for growth within the existing cabinets.

Time now to address the “**employee files**” in Vanessa’s area, unit 2B-D. *AND*, the *most* important recommendation that we have to make in this area is that the active personnel folders be housed in **fireproof** equipment. You are in violation of *several* laws and regulations if you do not do so! However, the “**good news**” here is that already own *several* “beautiful” firefiles in the town clerk’s area, one of which could *easily* be “confiscated” for personnel!! Simply install “file organizers” in each drawer to properly support the folders (see General Recommendation #2), *and you’ll be all set!!!*

Having said that, let’s turn our attention to the individual employee folders. Your file is *obviously* too small and too easily managed to warrant any sophisti-

cated type of color-coded filing system! However, all of the active employee folders should be “re-arranged”, creating **one** A-Z file versus *two* separate files that exist now to facilitate reference. Medical documentation *should* be arranged in separate folders (*just as you’re presently doing!*), but folders can be filed along *with* the corresponding employee folders in **one** A-Z file!

As far as folder style is concerned, we *strongly* recommend that the present “hodgepodge” of supplies be replaced with an individual letter size 25-point “blue” pressboard folder created for each employee. New folders will have third cut top tabs in the #1 position, factory-installed fasteners #1/#3 positions, and a one inch reinforced expansion (#BBP238 at \$185.00 per C).

For medical documentation, a letter size *sturdy* 14-point manila folder with a third cut *center* top tab will “do the trick” (#S-9263 at \$44.36 per C).

In either case, a standard white label should then be applied to the tab with employee name typed/properly inverted (#59430 at \$4.10 per pkg.) *and*, a “label protector” added to each folder (#67600 at \$6.58 per pkg.). Next, install a proper 50 division set of *index guides* here, and you’ll be “all set” (#50576 at \$75.36)!

Lastly, the “old” “**street files**” stored in Lori’s area, unit 4 (pages 19-20). Simply put, you really have two choices here: (1) since these files have **not** been added to for *at least* the last four years or so, they *could be* incorporated with the “new” archives system outlined later on in this report; (2) files *could be* incorporated with the “new” street file outlined in the following Town Clerk’s section versus maintaining two separate files almost “side by side”! The choice is yours.

TOWN CLERK

A wide variety of records is stored here: ZBA files, lots of “general/miscellaneous” files, voter registration cards, planning board files, conservation, *and so on*, all reflected in the following inventory.

ZBA files – Documentation is loosely filed in Smead letter size red folders with third cut assorted undercut top tabs, *some* reinforced back flaps. A combination of green/*some* white standard labels is applied to the tabs, and they reference neatly typed address. A sampling of the documentation within these folders revealed the following, ***going back to the 1960's:***

- BOA certifications
- correspondence
- decision notices (multiple pages)
- applications (hearings/sign permits/variances/special permits, multiple pages)
- minutes
- abutter lists
- clarifications of ZBA decisions
- assorted studies (traffic impact..., multiple pages)
- legal documents (multiple pages)
- lots of folded plans
- etc.

Once again, there are lots of staples/paper clips used throughout the material,

some “sticky notes” attached to documents, and document counts range from 11-125, *plus* folded plans!

“General/Miscellaneous” files – There are “two” of these files in place with documentation set up in a wide variety of letter size manila/colored folders with third cut assorted undercut top tabs, *many* reinforced back flap. A variety of white labels is applied to the tabs, and they reference typed title only or address or subject or combination of information! These folders are then “bulk-filed” in *more* letter size green *hanging folders* with assorted size clear plastic tabs added in assorted positions along the back edge/inserts reference typed subject.

The preceding files as well as a few other assorted records are reflected in the following drawer-by-drawer inventory, housed in three Schwab 4-drawer lateral **fireproof** cabinets arranged along the left hand wall as you enter the file room/“kitchen”. Each unit is 54”high x 43 ¼”wide x 20 ½”deep/capacity front-to-back=15”, side-to-side=37 ¾”/key lock right of A. No index guides are installed here, and in most cases, filing goes *straight across* all three units!

1. A. ZBA (3 rows)

- ZBA Communications & few “miscellaneous”/0 Boston Rd. – 0 Burnett Rd.; 10”
- Carriage Hill Estates – 150 Framingham Rd.; 14”
- 1 Harvest Lane – 26 Mt. Vickery Rd.; 12 ½”

B. “general files” (3 rows): 911 file/appointments by selectmen, A-Z/committees dissolved-renamed, ***back to 1980's***; 29”

C. - Bay Circuit Trail Connector – Bus trusts, 2002/cemetery deeds, A-Z/out-

of-state burials, A-Z; 11 ½"

- cane gold headed – conservation commission – SW & erosion regs/

"confidential file"/damages for defects in ways, A-M; 14"

- I – Z/quit claim deeds files; 7"

D. - payables, 2013-16; 6"

- town clerk election files (legal size manila/colored folders, legal size *hanging folders*), 2013-16; 11"

2. A. continuation of 1A

- 40 Mt. Vickery Rd. – 1A Overlook Dr.; full

- 10 Parker St. – 84 Turnpike Rd./Woodland Meadows; ***jammed full***

- 104-110 Turnpike Rd./Woodland Meadows – 259 Turnpike Rd.; 14"

B. continuation of 1B-C

- Department Housing & Development – fees, ***back to 1980's***; 13"

- gasoline permit info (29 Boston Rd. – 155 Northboro Rd.) - Hobbs & Warren (price lists, ***back to 1990's***); 11 ½"

- IRS donated property - legal opinions (lawsuits against town, A-Z/other lawsuits, A-Z, ***back to 1958***); 9 ½"

C. - town maps – office (equipment manuals, etc.); 7 ½"

- open meeting law files (complaints/swear in files, A-Z/over 55 housing), back to 2007 (*at least!*); 11 ½"

- planning board – posted meetings, A-Z (pole locations...)/recreation committee – ZBA/Woodward School/school meeting files; full

D. - planning board hearings – raffle/bazaar info (inactive files, ***back to***

1990's)

- record retention schedules – resignations, A-Z/school committee accreditation forms/Sema, 2014; full
 - school committee files/DPW files, **back to 1940**/BOS meeting files & notices, **1980's-90's** – Sudbury Reservoir; ***jammed full***
3. A. continuation of 2A
- 325 Turnpike Rd. – 13 Wyndemere Dr.; full
 - 2 rows: street acceptance files, Adams Circle – Wyndemere Dr./historical street acceptance files, 1980's/address changes, etc.; 28"
- B. continuation of subject files (only 2 rows)
- TN Gas pipeline, 1968 – stone wall hearings refuse contract, **1976** (sexual harassment, **1980's**/town clerk duties, **2003**)
 - US Dept. state passport – ZBA revised rules & regs, **1980's (at least!)**
jammed full
- C. elections/campaign finance/tally sheets
- Accu-vote, **back to 1994**/campaign finance reports, 2009-15/campaign finance eoY reports, 2015-16/election reports, 2012-14, etc.; full
 - election/town meeting files, 2000-12; full
 - tally sheets, 2014-16/recounts, **1980's-90's**/secretary of state, **1998** – write-ins & stickers, **back to 1980's**; 13 ½"
- D. supplies
- Voter registration cards are housed in two Tennsco 7-drawer standard steel vertical cabinets, 52 ½"high x 19"wide x 28 ¼"deep/2 rows per drawer/ca-

capacity *per row*, 26". We couldn't help but notice lots of "misfiles" here!

4. A. deleted voters, A-C; 39 ½"
- B. Ch – Feic; 35 ½"
- C. Fein – Jensen; 40 ½"
- D. Jensen – Meyer; 46"
- E. Meyer – Scott; 45 ½"
- F. Scott – Zusman; 44 ½"
- G. "batches" (approximately 14") of dog licenses, 2014/6x4 oath of office cards (approximately 4 ½"), A-Z, back to 1950's-70's/supplies
5. A. active voters, guided by 8x5 black pressboard index guides/clear assorted tabs, pre-printed inserts ("*hidden*!"): Abbott – Guzzi; 45"
- B. Haas – Myrie; 39"
- C. Nadeau – Zyirek; 37 ½"
- D. empty
- E. *more* "batches" (approximately 12 ½") of dog licenses, 2014-16/"batch" (approximately 4") of bylaw violations, 2014
- F. - 8x5 index cards/well-guided, town meeting votes, **back to 1800's**: A-Z; 9"
 - 8x5 marriage index cards/same guides as active voters, back to 1800's-mid-1900's: A-C; 15"
 - 1 8x5 *plastic case*: ucc's, **1990's**
 - 1 6x6 metal file: few 5x3 election info cards, **back to 1980's-90's**
- G. 8x5 marriage index cards, D-Z; 45 ½"

6. A. 6x4 birth index cards, guided by green pressboard index guides/3rd cut
assorted pre-printed A-Z tabs: A - H; 49 ¼"

B. I – R; 44"

C. S – Z; 23"

D. deaths: A – M; 39 ½"

E. N – Z; 22 ½"

F. more marriage: A – Z; 39"

G. couple of "old" license books (auctioneers/r&b), 1970's-80's

H. "batches" (approximately 5") of certificates of storage of inflammables,
1940's-90's (*at least!*)/inactive raffle & bazaar applications & reports,
1970's-80's/animal control officer receipts from treasurers, **1990's...**

Some of the vital records/adoption records/bylaws, etc., are housed in one
FireKing 4-drawer lateral **fireproof** cabinet, 52 ¾"high x 44 ½"wide x 22 ¼"deep/
capacity front-to-back=15 ¼", side-to-side=38 ½"/key lock right of A.

Documentation is set up in a wide variety of supplies – assorted letter size
manila/colored folders with third cut assorted undercut "battered" top tabs, *some*
3-ring binders, etc., all either "bulk-filed" in letter size green/colored *hanging fold-*
ers with clear assorted tabs/typed inserts or, *loosely* filed within the folders/no in-
dex guides.

7. A. 3 rows

- pending vitals/vitals monthly reports, 2010-15, 3"; instructions/lots of
blank forms, 10"

- few pending voter registration forms/vitals: births, marriages, deaths,

marriage intentions, 2012-16/burial permits, 2014-16; 11 ½"

- 4 3-ring binders: 1=home births/1=adoptions/1=affidavits marriages & deaths/1=affidavits births, 1800-1997

full

B. 3 rows

- 2 rows: AG bylaw change approvals (kraft envelopes), **1950's-2015;**
25"
- few paid citation files, 2009-16; 4"

C. 2 rows: zoning bylaw books, **1950's-2005**

- bylaws adopted, **1940's-60's**

18"

D. 3 rows

- conservation WPA files: 11 Barn Lane – 24 Woodbury Rd.; 3"
- contract files, *some* back to 2006 (DPW/fire/police/public health director/town administrator/clerical): A – D; full
- E – Z; ***jammed full***

Next, planning board ANR and site plan approval files are set up in letter size yellow folders with third cut assorted undercut top tabs/reinforced back flap. These folders are then filed within letter size yellow/green *hanging folders* with clear assorted tabs/handwritten *or* typed A-Z inserts.

Planning files along with conservation files and a few "miscellaneous" files are housed in another FireKing 4-drawer lateral cabinet, same as unit 7.

8. A. - fee schedules, 2014-15/rules & regs, 2015/public hearing notices, ***back***

to 1990's/extensions for site plan reviews, back to 1990's-2005

- 2 rows/ANR's: 11/11A Cherry St. – 0 & 18 Lovers Lane; 5"
- 84 Main St. – 333/337 Turnpike Rd.; 4"

B. site plan approvals (3 rows)

- 7 Chestnut Hill Rd. – 0 & 18 Lovers Lane; 12"
- 25 Marlboro Rd. – 401 Vickery Rd.; 9"
- 119 Northboro Rd. – Vickery Hills Estate subdivision; 11 ½"

C. "piles" of census forms/cards, 2016; approximately 16"

D. storm management permit files/certifications (2 rows)

- conservation hearing notices, 2010-16; Atwood St. – 172 Middle Rd.;
9 ½"
- 13 Mt. Vickery Rd. – 216/278/280 Turnpike Rd.; 13"

Lastly, there are a few more records stored in the two bottom drawers within the two 3-drawer wooden lateral cabinets in the reception area (kraft envelopes): voter check in sheets, 2012-16; approximately 65".

RECOMMENDATIONS

The first order of business here is to address the various “**street files**” (ZBA and conservation) that are presently spread out between unit 1A, unit 2A, unit 3A, *and* unit 8A-B/D (approximately 161”). Simply put, these files should be consolidated, creating “one” **color-coded** A-Z street file/numerical order within for the sake of accuracy and efficiency! **AND**, you can even take the color-coding one step further by adding a “color signal” to the folder edge to indicate ANR, *or whatever you wish*. This system of signaling files is being used by many of our clients, *and they all swear by it!*

Our next recommendation pertains to the folders, and the *majority* of the documentation should be transferred to *sturdy* letter size **kraft** folders based on the documentation counts, which will come with a “cut down” front flap and a reinforced *right end tab* to accommodate numerical *shelf filing*. For those exceptionally large property files or properties with *multiple* “bulky” drawings, an expansion right end tab pocket will *either* be used *in addition to* or *in place of* the kraft folder.

The next step is the application of a colored alpha label, one label per folder. The 26 letters of the alphabet are each assigned a color, and the same color is repeated more than once; but, like colors are differentiated by a stripe. The result, 12 *solid* colored labels and 14 *striped and colored* labels!

The alpha label applied to each folder identifies the *first* letter of a street name, and the placement of the label *alternates* between the top and the bottom along the side of the folder. For example, “A” is applied to the top edge of the

folder, "B" to the bottom edge, "C" to the top edge, and so on. This procedure will not only assist in filing and retrieval *but*, it will also help to prevent "misfiling"!

To *further* "fine tune" the system, each digit of the address will *also* be identified using white numerical labels applied in the center of the folder end tab. And, standard white labels will be appropriately applied in the upper right hand corner of the back flap with street address neatly typed (*or, laser printed!*).

The final step here is the addition of letter size green pressboard index guides with third cut black metal end tabs in the #1 position. A guide will be created for *each and every* street with tab inserts referencing neatly typed or printed street names.

The following supplies and labor will need to be ordered for conversion (quantities may need to be adjusted once the actual number of street files is determined):

| | | | |
|----|----------|---|----------|
| A. | 100 | #61757 letter size horizontal, end tab, blank index guides. | \$226.00 |
| B. | 1,000 | #CCK-17 letter size 17-point kraft folders, "cut down" front flap, right end tab. | \$390.00 |
| C. | 5 pkgs. | #59430 white labels, pressure-sensitive. Cost per pkg., \$4.10. Total cost, | \$ 20.50 |
| D. | 10 pkgs. | #82100 alpha Kolor I tabs at \$7.00 per pkg. Total cost, | \$ 70.00 |
| E. | 10 rls. | #11830 series plain numerical labels, 0-9. Cost per roll, \$7.00. Total cost, | \$ 70.00 |

- | | | | |
|----|-----|---|----------|
| F. | 25 | #TG133CPRM letter size 25-point 1 ¾ inch expansion pockets, "cut down" front flap, right end tab. Cost, \$260.00 per C. Total cost, | \$ 65.00 |
| G. | 50 | #VS-168 letter size red vinyl "OUT" guides, right end tab. | \$ 62.00 |
| H. | 100 | 5x3 requisition slips. | \$ 11.20 |
- I. Labor to convert. It will be necessary to type (*or, laser print*) labels and apply to new folders/pockets. Documentation will be transferred from "old" folders to *new* folders/pockets "as is", colored alpha tabs and numeric labels will be applied, with pockets created "as needed". Finally, index guides will be installed, folders/pockets re-filed properly onto *new* equipment, and your staff will be trained in the maintenance and perpetuation of the new system.

We would assign one of our records management supervisors, who is billed at \$360.00 per day, plus expenses, and one of our staffers, who is billed at \$280.00 per day, plus expenses, on a "per diem" basis to complete the task for you.

Our final topic pertains to equipment, and due to your limited space, there really is only *one* way to go – the ***open shelf*** filing method, which allows you to fit a *maximum* number of records into a *minimum* amount of space. For example, one section of letter size, 36 inch wide shelving, seven tiers high, will hold 245 filing inches and require *only* 3.5 square feet! In other words, such a system would

provide you with approximately an additional 84 filing inches over the 161 inches presently *consumed* for these files - about 52% growth!! *AND, at the same time, reduce* your floor space requirement by ***“way more than half”*** - a walloping 8.8 square feet for each fireproof cabinet!!!

We would install one stationary section, 73”high x 13 3/16”deep, *in place of* one of the fireproof cabinets. Total cost for the equipment, including installation, is \$997.00, plus shipping.

Lastly, we just want to point out that ***IF*** you decide to incorporate the “old” street files previously referenced on pages 19-20, *additional* equipment and supplies would be needed to accommodate approximately 155 *more* filing inches.

Next topic, **“general/miscellaneous”** files in the following units: 1B-D, 2B-D, 3B-C, 7D (nine drawers). And, *once again*, we simply must refer you to General Recommendations #1 *through* 7 with special emphasis on **“purging”** (*for example: fees, back to 1980’s/meeting notices, back to 1980’s-90’s, and so on!*).

Having said that, the first step in this area is to *clearly* define the archival records, which should ***not*** be “co-mingled” or stored alongside the active files! There are many archival records stored *throughout* the various file cabinets, as detailed in the preceding inventory section: unit 4G, unit 5E, unit 6G-H, unit 7B-C, *plus* drawers beneath the reception desk!! As part of the archives project outlined later on in this report, ***all*** of these records need to be reviewed and either destroyed ***IF*** they have already surpassed the recommended retention guideline *or* incorporated with the *new* archives system as outlined later on.

When the purge task is completed, remaining documents should be rearranged, creating a proper **Tell-i-vision/subject file** as previously specified.

The following supplies and labor will need to be ordered for conversion:

- | | | | |
|----|--|---|----------|
| A. | 2 boxes | #50534 letter size blank index guides, 5th cut black metal top tabs #1 position. Cost, \$89.30 per box. Total cost, | \$178.60 |
| B. | 1 box | Same as A, only #2 position. | \$ 89.30 |
| C. | 1 set | #SPEC green "miscellaneous folders", letter size, 5 th cut top tabs/center position, 100 divi- sion. | \$ 79.00 |
| D. | 1,000 | #10786 kraft 11-point letter size folders, 2/5 cut right tabs, reinforced back flap. | \$449.60 |
| E. | 1 bag | #67671 color-coded name labels. | \$ 21.54 |
| F. | 25 | #51910 letter size, top tab, "OUT" cards at \$46.15 per C. Total cost, | \$ 11.54 |
| G. | ----- | Drawer organizers, size/cost to be determined once units are selected. | \$ ----- |
| H. | Labor to convert. It will be necessary to create folder labels, convert material from old folders to new, properly establish Tell-i-vision/subject file <i>and</i> "miscellaneous folders", and affix labels. Finally, captions for index guides will be esta- blished, guides installed, all folders will be re-filed, and your staff will be trained in the maintenance and perpetuation of | | |

the new system.

We would assign one of our records supervisors, who is billed at \$360.00 per day, plus expenses, on a "per diem" basis due to all of the variables to complete the task for you.

PLANNING

Subdivision and site plan files are both arranged alphabetically in two separate A-Z files with **no** color-coding added. However, due to space constraints, the sequence in *both* files is often “broken” due to *shifting* of files in order to make room, resulting in lots of “misfiling”!

Documentation is set up in a *variety* of letter size folders, majority manila/blue, some yellow/purple/orange, with third cut assorted undercut “battered” top tabs, *some* reinforced back flaps. Indexing is either typed or often just *handwritten* right on the tabs *or* on a variety of colored labels applied to the tabs. Subdivision files generally reference just the title, but site plan files often have *multiple* labels applied along the back edge – name/site plan hearing/*often* date/time *or*, name/address/year *or*, name/address only *or*, name/address/year/”purpose”, and so on! **BUT**, in *many* cases these labels have simply “**fallen off**”!!

In any case, manila/colored folders are then “bulk-filed” in letter size green *hanging folders* with clear tabs added in assorted positions along the back edge/typed or handwritten inserts referencing title *or* address/name. We also noted several assorted style *expansion pockets* throughout the files *as well as* several 3-ring binders.

A sampling of the documentation within the *subdivision* files revealed the following:

- *correspondence
- proposals (lots of wire bound reports)

- certificates of approval (multiple pages)
- covenant modification agreements (multiple pages)
- *hearing documents (minutes, notices, etc.)
- copies of bills payable
- agreements (multiple pages)
- form C
- *mail receipts
- transmittals
- definitive subdivision plan
- *copies of legal documents
- *lots of folded plans
- etc.

A sampling of the documentation within the *site plan* files revealed the following *in addition* to those documents denoted by an asterisk above:

- copies of enforcement orders
- orders to cease & desist/violations (multiple pages)
- copies of business certificates/building permits
- copies of applications for special permits
- photos
- copies of minutes
- etc.

There are lots of staples/paper clips used throughout the material *as well as* rubber bands often holding “bulky” folders together! And, there is no “average” doc-

umentation count here, as some of these property files consume half a drawer and more!! **No** purging of these files has ever been done, so documentation goes back to the 1960's (*at least!*), and none of these files have ever been micro-filmed or scanned. Index guides are not installed in either file.

Both subdivision and site plan files are housed in four assorted standard steel lateral file cabinets installed in *very* limited space either in front of Hillary's cubicle, next to her desk, with one unit in Jo's "office.

1. Steelcase 5-drawer cabinet, 63 ½"high x 42"wide x 18 ¼"deep/capacity side-to-side, 38 ¼"/key lock top center/A=retractable front, B-E fixed fronts
 - A. subdivisions: Fay School/Accessory Apts./Common Dwys/"miscellaneous"; ***jammed full***
 - B. Brigham Hill – Grasslands; ***jammed full***
 - C. Greystone Way – Mt. Vickery Estates; ***jammed full***
 - D. 119 Northboro Rd. – Rolling Acres; ***jammed full***
 - E. Rossi Estates – South Village Estates; ***jammed full***
2. Haworth 5-drawer cabinet, 62 ½"high x 42"wide x 18"deep/capacity front-to-back=16", side-to-side=38 ¼"/A retractable front, B-E fixed fronts
 - A. 2 rows: ATM/STM assorted files; 32"
 - B. subdivisions (2 rows)
 - Admirals Glen – Hillside Estates; 16"
 - Schipper Property – Madison Place; 16"
 - C. - So. Village Estates – Town Lyne; full
 - Vale Terrace Connector – Ward Rd.; full

- Warner Estates – Woodland Estates; full

D. site plans

- Southville Rd. *only*; ***jammed full***
- Southville Rd. – 21 Turnpike Rd.; ***jammed full***
- 30 Turnpike Rd. – 33 Turnpike Rd.; ***jammed, jammed full***

E. - 39-50 Turnpike Rd. – 75 Turnpike Rd.; full

- 77 Turnpike Rd. – 104 Turnpike Rd.; ***jammed full***
- 118-120 Turnpike Rd. – 150 Turnpike Rd.; ***jammed full***

3. 4-drawer cabinet, 51 ¼"high x 42"wide x 18"deep/capacity front-to-back=15",
side-to-side=38 ½"/key lock top center

A. site plans

- 150 Cordaville Rd. – 157 Cordaville Rd.; 14"
- 169 Boston Rd. – 146 Cordaville Rd.; 13"
- 9/90 Project, 21 Boston Rd. – 155 Boston Rd.; 10"

B. - 162 Cordaville Rd. – 4 Main St.; full

- S. Main St. – St. Mark's Athletic Fields; ***jammed full***
- St. Mark's Clark Field Renovation – St. Mark's Dorm/road construction;
jammed, jammed full

C. - 25 Marlboro Rd. (St. Mark's) – Newton St.; full

- 24-32 Newton St. – 24-28 Newton St.; full
- 55 New York Ave. – 15 Pleasant St.; ***jammed full***

D. - 0 Northboro Rd. – 154/156 Northboro Rd.; full

- 155 Northboro Rd. – 1 Pine Hill Dr./0 Firmin Ave.; full

- 0 Firmin Ave. – Richards Rd.; ***jammed, jammed full***

4. 5-drawer cabinet, 64 $\frac{3}{4}$ "high x 36"wide x 18"deep/capacity, 32 $\frac{1}{2}$ "key lock top

center/A retractable front, B-E fixed fronts

A. site plans: 154 Turnpike Rd. – 257 Turnpike Rd.; ***jammed full***

B. subdivisions: Fay School Athletic Fields *only*; 26"

C. EMC files *only*; 42"

D. site plans: 259 Turnpike Rd. – 359 Turnpike Rd.; 26"

E. 365 Turnpike Rd. – Woodland Rd.; full

RECOMMENDATIONS

As far as the method of indexing is concerned, an ***alpha-numeric*** system is definitely the “way to go” here! ***AND***, if you liked the color-coded street file previously outlined in the Town Clerk’s area, ***then you’ll simply “love it” for your planning files (see pages 33-34)!!***

Both subdivision and site plan files will be interfiled, creating ***one*** large A-Z file by street/numerical order within using a combination of folders and expansion pockets “as needed” to appropriately accommodate the amount of documentation.

Simply put, all of the documentation will be transferred to *new* letter size 17-point kraft folders based on the document counts *and* to the fact that these files are *also* considered to be permanent. All folders will have a "cut down" front flap, and a right end tab to *properly* accommodate *shelf* filing. For some of those really “bulky” files, *expansion pockets* will be used, and we have brought along a sample for your perusal.

Optional colored “Tabbies” can *also* be used here to signal *site plan*, or whatever you wish.

Our next topic pertains to equipment, and due to your limited space, the ***open shelf movable*** filing method is definitely the answer! To assist you with your decision-making process, please make reference to the following chart. It shows the physical characteristics of your present system:

| | | |
|---------------------|---|-------------------|
| 1. floor space used | = | 40.6 square feet |
| 2. filing capacity | = | 774 filing inches |

3. filing inches consumed = 730 filing inches

4. available expansion = 44 filing inches

We would install five sections of letter size, 36 inch wide shelving, seven tiers high, which will hold 1,225 filing inches and require *only* 23.3 square feet. In other words, such a system would provide you with approximately an additional 495 filing inches over the 730 inches presently *consumed* for files - about 68% growth! **AND, at the same time, reduce your floor space requirement by a "walloping" 17.3 square feet!! MAGIC!!!**

We would install a 3x2 **bi-file** with three stationary sections in back, and then two *movable* sections/on tracks in front of the three. Approximately 79 inches in height, 112 inches in width, and 30 inches in depth will be needed. Total cost for the equipment, including installation, is \$7,095.00, plus shipping.

The following supplies and labor will need to be ordered for conversion:

- | | | | |
|----|---------|---|----------|
| A. | 4 bxs. | #61757 letter size horizontal end tab blank index guides. Cost, \$116.40 per box. Total cost, | \$465.60 |
| B. | 1,500 | #CCK-17 letter size 17-point kraft folders, "cut down" front flap, <i>right end tab</i> . Cost, \$390.00 per M. Total cost, | \$585.00 |
| C. | 200 | #TG133CPRM letter size 25-point 1 ¾ inch expansion pockets, "cut down" front flap, <i>right end tab</i> . Cost, \$260.00 per C. Total cost, | \$520.00 |
| D. | 10 rls. | #11830 series <i>plain</i> numerical labels, 0-9. Cost per roll, \$7.00. Total cost, | \$ 70.00 |

- | | | | |
|----|----------|---|----------|
| E. | 7 pkgs. | #59430 white labels, pressure-sensitive. Cost, \$4.10 per pkg. Total cost, | \$ 28.70 |
| F. | 26 pkgs. | Alpha Kolor I tabs at \$3.50 per pkg. Total cost, | \$ 91.00 |
| G. | 50 | #VS-168 letter size red vinyl "OUT" guides, right end tab. | \$ 62.00 |
| H. | 100 | 5x3 salmon requisition slips. | \$ 11.20 |
- I. Labor to convert. It will be necessary to type (*or, laser print*)-address labels and apply to new folders/pockets. Documentation will be converted from old folders to *new* folders/pockets, "as is" - that which is fastened will be re-fastened/that which is "loose" will remain loose. Colored alpha tabs and numeric labels will be applied, and all folders/pockets will be re-arranged, creating one large alpha-numeric file. Finally, index guides will be installed, folders/pockets re-filed properly onto *new* equipment (*correcting "misfiles" as we go!*), and your staff will be trained in the maintenance and perpetuation of the new system.

We would assign one of our records management supervisors, who is billed at \$360.00 per day, plus expenses, and one of our staffers, who is billed at \$280.00 per day, plus expenses, on a "per diem" basis due to all of the variables to complete the conversion for you. Once we are "up and running", we will be able to provide you with a target date for completion.

ASSESSOR

There is a total of 4,200 properties, and the property field cards are arranged by map and lot number. Documentation for *commercial files* is set up in two Smead letter size colored folders for each map/lot file with a straight edge/"cut down" front flap/reinforced back flap: red=property cards, blue=documentation (decisions/folded plans/collection data forms/Sigma info sheets/correspondence/spot cost forms/listings forms/parcel listings/mail receipts, *etc.!*).

Standard white labels are applied in the upper left hand corner/back flap of the red folders, and they reference neatly typed/printed lot/map number, address, name(s) – no labels are applied to the blue folders! And, the two folders for each property are filed in one letter size green *hanging folder* with clear plastic tabs added in assorted positions along the back edge/inserts referencing neatly typed map/lot number, address, and *sometimes* name(s).

Residential property cards are simply *loosely* filed in drawers with each map identified by an Oxford letter size blue pressboard index guide with fifth cut assorted "battered" top tabs/handwritten map number. Following each guide, cards are arranged in straight numerical order.

Exempt property cards are set up in a variety of letter size manila folders with third cut assorted undercut top tabs. Standard white labels are applied to the tabs, referencing neatly printed (*some* handwritten) map/lot number, address, *often* names(s). Fiscal years are also sometimes handwritten right on the labels.

Field card files are housed in six 4-drawer letter size vertical cabinets,

various makes and sizes, arranged along one wall within the office.

1. Steelmaster standard steel unit, 52"high x 15"wide x 25"deep/capacity, 26 $\frac{3}{4}$ "/
key lock top right/center rod projections
 - A. commercial: #1-10 – 26-9; 20 $\frac{1}{2}$ "
 - B. #26-10 – 37-28; 22"
 - C. #38-9 – 47-13C; 18"
 - D. #48-1 – 83-1A; 19"
2. Victor fireproof unit, 53 $\frac{3}{4}$ "high x 17"wide x 30"deep/capacity, 25 $\frac{1}{4}$ "key lock
right of A
 - A. residential: #1-3 – 3-85; 20"
 - B. #4-5 – 8-59; 20"
 - C. #8-60 – 9-126; 17"
 - D. #10-1 – 14-56; 22"
3. Shaw Walker fireproof unit, 54 $\frac{1}{4}$ "high x 17 $\frac{1}{4}$ "wide x 30 $\frac{1}{2}$ "deep/capacity,
25"/key lock left of A/center rod projections
 - A. #15-1 – 19-88: 20 $\frac{1}{4}$ "
 - B. #20-1 – 28-25; 21"
 - C. #29-1 – 34-73; 22 $\frac{1}{2}$ "
 - D. #35-1 – 39-59; 19"
4. same as 3
 - A. #40-1 – 45-54; 20 $\frac{1}{2}$ "
 - B. #46-1 – 53-22; full
 - C. #54-1 – 63-17; full

- D. #64-1 – 74-70; 23 ½"
- 5. same as 3
 - A. #75-1 – 81-35; 21 ½"
 - B. #82-3 – 96-37; 21"
 - C. condos (A-Z/unit # within): Atwood/Hilltop/So. Village/Fiddleneck/
Fitzgerald & Stockwell/Wedgewood/Vickory Hills/Carriage Hill/Southbor-
ough Meadows/Meetinghouse Farm; full
 - D. empty
- 6. Hon standard steel unit, 52"high x 15"wide x 26 ¾"deep/capacity, 24 ½"/key
lock top right
 - A. exempt: Autistic Center – Sudbury Valley; 21"
 - B. I&E files, 2005-16/#1-10 – 84-21; 19"
 - C. ABC forms (*no particular order!*), 2015-16; 18 ½"
 - D. town owned property cards: #1-20 – 85-9 & 10/St. Mark's School/reser-
voir; 21"

Personal property data sheets are set up in letter size manila folders with third cut assorted undercut top tabs. Standard white labels are applied to the tabs, and they reference neatly typed/printed name/address/account #. Manila folders are then "bulk-filed" in *more* letter size green *hanging folders/no* tabs! And, index guides are *not* installed.

These files are housed in one Steelcase 4-drawer standard steel lateral cabinet, 51 ¾"high x 42"wide x 18"deep/capacity, 38 ½".

- 7. A. local utilities/under valued/exempt: non-profit; 21"

- B. 132 Turnpike Rd. – 371 Turnpike Rd./A Beautiful You, Inc. – Lowe’s Home Centers, Inc.; 37”
- C. LPL Financial Services – Yama Fuji, Inc.; 30”
- D. few “miscellaneous” files/recaps, FY’1989-2016; 11”

Exemption files, CPA files, and Chapter property card files are housed in one Steelmaster 3-drawer letter size standard steel vertical cabinet, 40”high x 15” wide x 26 ½”deep/capacity, 25”/key lock top right/center rod projections. Except for chapter files, the various files are set up in the same combination of letter size manila folders/hanging folders as previously specified for data sheet files above; however, names and addresses are noted on folder labels here, and clear tabs/category inserts are used on hanging folders. The majority of the chapter files is set up in green letter size folders/few manila, same as previously specified for commercial property cards.

8. A. few blank forms/exemptions: elderly surviving spouse (1)/veterans:

Adams – Wilson/blind (2)/senior: Charbonnier – Rock/tax deferrals (3)/few denied applications; 15”

- B. chapters: 61A/61, FY’11-16; CPA abatements: Adams – Williams/few senior work-off program files; 21”

- C. chapter property card files “(hodgepodge”!): 61/61B/61A/liens; 23”

Lastly, the *majority* of the “old” 9x6 property appraisal cards are housed in one Shaw Walker 6-drawer cabinet, 38”high x 36”wide x 19 ¼”deep/capacity, 16 ½”/center rod projections. Many of these cards are two-sided with lots of attachments to cards, and they are guided by a Shaw Walker 25 division set of gray

pressboard index guides/fifth cut assorted pre-printed tabs.

9. A. "miscellaneous" cards/Abbondanza – Byrne; 15 ½"

B. Caffrey – Dyer; 15"

C. Eagle – Hayes; 15 ½"

D. He – Lytle; 16 ½"

E. Ma – Nye; 15 ½"

F. O'Brien – Severance; 16"

Filing continues in two small boxes stored beneath a counter!

10. Shaffer – Tyson; 12"

11. Utland – Zuk; 8 ½"

RECOMMENDATIONS

Property card files - As far as the “method of indexing” is concerned, ***numerical*** is definitely the answer! When you go to the file, the “map/lot number” is what you know!! *AND*, with a file of *approximately* 4,200 properties, this is an ideal time for you to *convert* your property card files to a ***color-coded*** straight numerical filing system for the sake of accuracy *and* efficiency. Please see General Recommendation #4, which defines the benefits of proper *color-coding*!

Our recommendation is that you use a two-color system for filing based on the one-two digit map number. Each digit 0-9 is assigned a color, and the colors are ***not*** repeated; therefore, a *distinctive* two-color “band” will be created for each folder, greatly facilitating file reference and, *at the same time*, making it impossible to “misfile”! The last two digits of each number (lot #) will *also* be applied to the folders ***but***, smaller *white* numerical labels will be used here.

All of the folders should be *interfiled*, creating ***one*** large numeric file versus four separate files that exist now! ***AND***, you can even take the color-coding one step further by adding a “color signal” to the folder edge to indicate *property type*, such as commercial, land, exempt, condo, or whatever you wish. The *largest* category (residential) should simply remain “unflagged”, a signal all by itself! The application of colored Tabbies serves the same purpose as keeping folders in separate places, except that the Tabbies are 100% *more effective* and *more efficient*. This system of signaling files is being used by many of our clients, *and they all swear by it!*

Our next recommendation pertains to the folders, and simply put, it's time to "standardize" and transfer all of the documentation to *new* letter size sturdy 17-point kraft folders based on the documentation counts. All folders will come with a "cut down" front flap, and a reinforced *right end tab* to accommodate numerical *shelf filing*.

In any case, the entire map/lot number will then be noted on computer-generated labels applied in the upper right hand corner of the back flap of each folder.

We would now like to refer you to the General Recommendations section with regard to index guides and "OUT" guides – please see #6 and 7, pages 7-8.

Our next topic pertains to equipment, and due to the *limited* space, we decided to provide you with a viable option to the *space-consumptive* fireproof cabinets – ***open shelf filing method (again!)***. Please refer to the following chart:

| | | |
|---------------------------|---|-------------------|
| 1. floor space used | = | 39.8 square feet |
| 2. filing capacity | = | 606 filing inches |
| 3. filing inches consumed | = | 482 filing inches |
| 4. available expansion | = | 124 filing inches |

Our recommendation is the installation of a 2x1 letter size ***bi-file***, 79"high x 76"wide x 30"deep. Such an installation would provide you with approximately 253 filing inches over the 482 inches presently *consumed* for files – ***about 42% growth!*** AND, *at the same time*, "reduce" your floor space requirement by a *humongous* 24 square feet – **"WOW"!!** Total cost for the equipment, including

installation, is \$4,261.00, plus shipping.

The following supplies and labor will need to be ordered for conversion:

- | | | | |
|----|--|---|------------|
| A. | 3 sets | #61635 letter size, extra depth, blank index guides/50 per set. Cost, \$83.50 each. Total cost, | \$ 250.50 |
| B. | 4,200 | #CCK-17 letter size 17-point kraft folders, "cut down" front flap, <i>right end tab</i> . Cost, \$390.00 per M. Total cost, | \$1,638.00 |
| C. | 35 rls. | #11500 series color-coded numerical labels, 0-9. Cost per roll, \$17.50. Total cost, | \$ 612.50 |
| D. | 30 rls. | #11830 series <i>plain</i> numerical labels, 0-9. Cost per roll, \$7.00. Total cost, | \$ 210.00 |
| E. | 4 boxes | #1600 series Tabbies to denote categories. Cost, \$23.85 per box. Total cost, | \$ 95.40 |
| F. | 50 | #VS-168 letter size red vinyl "OUT" guides, right end tab. Cost per C, \$124.00. Total cost, | \$ 62.00 |
| G. | 100 | 5x3 salmon requisition slips at \$112.00 per M. Total cost, | \$ 11.20 |
| H. | 17 pkgs. | #59430 white <i>pressure-sensitive</i> labels. Cost per pkg., \$4.10. Total cost, | \$ 69.70 |
| I. | Labor to convert. It will be necessary to create "map/lot number" labels and apply in the upper right hand corner/ back flap of each folder, and transfer <i>all</i> documentation from old folders/files to new, "as is". Index guides will | | |

also be installed, numerical tabs and colored Tabbies applied, and all folders will be refiled onto the new equipment.

Finally, your staff will be trained in the maintenance and perpetuation of the new system. We would assign one of our records supervisors, who is billed at \$360.00 per day, plus expenses, and one of our staff technicians, who is billed at \$280.00 per day, plus expenses, for an estimated 16 days to complete the task.

Exemptions/chapter files/CPA abatements, etc. – Assorted files housed in unit 8 (page 50) should be “re-organized”, creating a proper **Tell-i-vision/subject** file (sound familiar?).

The following supplies and labor will need to be ordered:

| | | | |
|----|-------|--|----------|
| A. | 1 box | #50534 letter size blank index guides, 3rd cut black metal top tabs #1 position. | \$ 89.30 |
| B. | 1 box | Same as A, only #2 position. | \$ 89.30 |
| C. | 1 set | #SPEC 25 division set green “miscellaneous folders”, letter size, 5 th cut top tabs/center position. | \$ 14.51 |
| D. | 100 | #10786 kraft 11-point letter size folders, 2/5 cut right tabs, reinforced back flap. | \$ 44.96 |
| E. | 1 bag | #67671 color-coded name labels. | \$ 21.54 |
| F. | 3 | Drawer organizers, #15034, at \$34.25 each. | |
| | | Total cost, | \$102.75 |

- G. Labor to convert. It will be necessary to create folder labels, convert material from old folders to new, properly establish Tell-i-vision/subject files *and* “miscellaneous folders”, and affix labels. Finally, captions for index guides will be established, guides installed, all folders will be re-filed, and your staff will be trained in the maintenance and perpetuation of the new system.

We would assign one of our records supervisors, who is billed at \$360.00 per day, plus expenses, for one-two days to get you “up and running”.

Personal property data sheets – This file is simply *too* small for any type of fancy color-coded filing system. Our recommendation is that you simply *eliminate* the “cumbersome” *hanging folders* and install an organizer in each drawer to properly support the folders. Catalogue #15037 at \$36.75 each.

Last topic, *microfilming and scanning* - an *obvious* recommendation when it comes to the preservation of permanent records such as property cards and 9x6 appraisal cards! Let us explain why.

Microfilm is the answer when it comes to establishing a “disaster back-up” program. As we all know, paper can and will deteriorate over time unless extraordinary and expensive measures are taken to prevent inevitable decay. On the other hand, digital imaging addresses speed of access and retrieval but, it is ***not*** the answer when it comes to “permanency” – ***digital images can be altered!*** AND, technology is definitely subject to *many* changes over the years, which

could adversely affect the usability and access of stored digital images.

The bottom line is that microfilm is *still* the best choice for a low cost, durable, and secure back-up. And, your scanned images will be in a PDF format, providing ease of access *without* the need for proprietary software. A “win-win”!

Following are the steps and costs involved with a microfilm/scanning conversion:

(A) Preparation Work – Includes removal of staples, paper clips, repairing tears, reordering documents, etc. To be done “as needed” at \$155.00 per day.

(B) Filming of all documents (including pick-up, delivery, all materials, 10-point indexing, security labeling, processing of film). Cost, \$48.15 per thousand documents.

(C) Duplicate rolls of microfilm (*second original roll!!*) at \$19.98 each.

(D) Scanning and indexing at \$.15-.30 per image, depending on the level of indexing.

(E) CD/DVD, \$25.00 each.

TREASURER/COLLECTOR

A wide variety of files is maintained in this area, and they are reflected in the following detailed inventory.

Documentation for files pertaining to various payments (tax, insurance, retirement...) is generally *loosely* filed within letter size manila folders with third cut assorted undercut top tabs (*some* "battered"!), which are then "bulk-filed" in letter size green *hanging folders* (no tabs).

Preceding files along with terminated/deceased/retired employee files are housed in one Steelcase 3-drawer standard steel lateral cabinet, 39"high x 36" wide x 18"deep/capacity, 32 ¾"/key lock top center. And, *once again*, no index guides are installed.

1. A. tax payments/recons/work site reports

- work site reports, 2006-16
- state tax payments, 2013-16
- fed 941 payments, 2013-16
- CES surveys, 2010-15
- ICMA EZ-link (contributions), 2012-17
- payroll ACH, 2017
- Unibank recons, 2012-14
- Great West remittances (deferred comp), 2012-16
- 401K contributions, 2009-11
- new hire reports, 2009-12

- Boston Mutual voluntary benefits, *some* 1998/2010-11
- etc.

26 ½"

B. insurance payables

- American Heritage/All State, FY'17
- American Fidelity voluntary, FY'17
- Boston Mutual, FY'17
- BCBS dental, FY'17
- BCBS Medicare, FY'17
- BCBS Medicare RX, FY'17
- Medicare B penalty
- Tufts Medicare, FY'17
- Tufts, FY'17
- All State, FY'16
- Boston Mutual, FY'16
- Fallon, FY'17
- American Fidelity, FY'16
- Fallon, FY'16
- flexible spending accounts
- BCBS Medex 2, FY'16
- BCBS Dental, FY'16
- BCBS Medex, FY'16
- Sunlife, FY'16

- Tufts Medicare, FY'16
- Tufts, FY'16
- Tufts Medicare, FY'15
- Boston Mutual, FY'15
- Fallon, FY'15
- Medex RX, FY'15
- Medex, FY'15
- Tufts, FY'14
- Medex, FY'14
- Tufts Medicare, FY'14

22"

C. few "miscellaneous" files; terminated/deceased/retired employees, A-Z *by groups* (school/fire detail/police special detail/poll workers, etc.); full

Bank statements and recons are set up in assorted letter size manila/few colored folders with third cut assorted undercut top tabs, again "bulk-filed" in letter size green *hanging folders* (no tabs)/handwritten captions right on the manila tabs. These files are housed in one AllSteel 5-drawer standard steel lateral cabinet, 65"high x 36"wide x 18 ¼"deep/capacity, 32 ¾"/key lock top center/A retractable front, B-E fixed fronts.

2. A. "stacks" (approximately 16") of bank statements/recons, 2015-17

B. cash recons/payables

- voids
- Fleet Bank-Waldo Fay, **2003**

- shredder
- NE Money
- unemployment payables, 2013-16
- payables, FY'17
- payables, FY'16
- health reimbursements payments, 2014-16
- cash proofs, 2003-2016

18"

C. bank statements/receipts, 2016; 12"

D. " " , 2015-16; 25"

E. " " , 2015; full

Active employee files are set up in *more* assorted letter size manila folders with third cut undercut "battered" top tabs with handwritten employee name/properly inverted, which are then "bulk-filed" in letter size green *hanging folders*. These files hold direct deposit forms/insurance enrollment forms/W-4 forms/payroll deduction forms/change forms, and so on. Index guides are not installed, but clear plastic tabs with A-Z inserts are applied to the hanging folders.

Employee files are housed in one Steelcase 5-drawer standard steel lateral cabinet, 64 ½"high x 42"wide x 18"deep/capacity front-to-back=15", side-to-side=38 ¾"/key lock top center/A retractable front, B-E fixed fronts.

3. A. information/brochures

B. active employee files

- Broderick – Laflamme; 6"

- McLaughlin – Purple; 8”
- Remilland – Woodford; 10”

C. retirees

- Andes – Bower; 8”
- Bowes – Ellis; 14”
- Ethridge – Irish; 12 ½”

D. - Jenks – Maynard; 11 ½”

- McGourty – Sanchioni; 13”
- Shainker – Yanco; 11”

E. - 5 assorted 3-ring binders/I-9 forms: 3=town employees, A-Z/2=school employees, A-Z; approximately 16”

- “miscellaneous” files: 32B info, **back to 1980’s** old” tax files, **back to 1980’s**/insurance withholding, **2007**/ING deferred compensation applications, 2004/IRS vehicle info/outside police officer detail pay, **1990’s**/retiree I-9 forms, **1990’s**/town-left employment, **1970’s-90’s...**; 10”

School employee files – Documentation is set up in more assorted letter size manila folders with third cut assorted undercut top tabs (“battered”!), with names simply *handwritten*/inverted right on the tabs. These folders are *also* “bulk-filed” in more letter size green *hanging folders*/clear tabs, handwritten A-Z inserts.

These files are housed in one drawer of a 3-drawer *wooden* lateral cabinet installed beneath a work counter, 41 ¼”high x 36”wide x 18”deep/capacity, 32 ½”/key lock top center.

4. A.-B. miscellaneous

C. Abouzour – Wolfrey; 27 ½"

RECOMMENDATIONS

We refer you to General Recommendations #1 *through* 7, as they ***all*** apply here! AND, in terms of “**purging**”, there are *several* candidates (***tax files, back to 1980’s/new hire reports, back to 2009/cash proofs, back to 2003/I-9 forms, back to 1990’s, etc.!!***)!

Once the purge task is completed, the **Tell-i-vision/subject file** recommendation as previously outlined should be adopted to address all of the “general and miscellaneous” files presently housed in units 1A-B and unit 2A-E.

The following supplies and labor will need to be ordered to implement the Tell-i-vision system:

| | | | |
|----|--------|---|----------|
| A. | 1 box | #50534 letter size blank index guides, 3rd cut black metal top tabs #1 position. | \$ 89.30 |
| B. | 1 box | Same as A, only #2 position. | \$ 89.30 |
| C. | 1 set | #SPEC green “miscellaneous folders”, letter size, 5 th cut top tabs/center position, 50 divi- sion. | \$ 29.50 |
| D. | 300 | #10786 kraft 11-point letter size folders, 2/5 cut right tabs, reinforced back flap. Cost, \$44.96 per C. Total cost, | \$134.88 |
| E. | 1 bags | #67671 color-coded name labels. | \$ 21.54 |
| F. | 25 | #51910 letter size, top tab, “OUT” cards. | \$ 11.54 |
| G. | ----- | Drawer organizers, size/cost to be determined | |

once purge is completed.

\$ -----

- H. Labor to convert. It will be necessary to create folder labels, convert material from old folders to new, properly establish Tell-i-vision/subject files *and* "miscellaneous folders", and affix labels. Finally, captions for index guides will be established, guides installed, all folders will be re-filed, and your staff will be trained in the maintenance and perpetuation of the new system.

We would assign one of our records supervisors, who is billed at \$360.00 per day, plus expenses, on a "per diem" basis due to all of the variables to complete the task for you.

The assorted remaining files *obviously* do not require any type of color-coding, as they are simply *too* small! Once again, the answer is a combination of ***more "purging"***, organization, and proper supplies.

3. B-D, 4C - "***Consolidate***" employee files, creating **one** A-Z file to facilitate reference, using colored Tabbies (\$23.85 per box) to signal school employees/retirees (#BBP238 at \$185.00 per C). A package of standard white name labels will also be needed (#59430 at \$4.10).
- Install a 25 division set of letter size green pressboard index guides (#50576 at \$37.68).
 - "Adopt" one of the **fireproof** cabinets from the clerk's area to properly house your personnel files, and install a "file organizer" in each

drawer to support the new folders (#15034 at \$34.25 each).

ACCOUNTING

Once again, there are *several* categories of records housed here: *multiple* “general/miscellaneous” files, AP/cash report files, contracts, town/school payroll files, W-9 files, financials. And, unless otherwise noted, documentation within the various files is set up in a variety of letter size manila folders/*some* colored folders with third cut assorted undercut top tabs/*some* reinforced back flaps. Indexing is either *handwritten* right on the tabs, or on assorted colored labels applied to tabs. These folders are then “bulk-filed” in letter size green *hanging folders*, some with clear plastic tabs/handwritten inserts, some no tabs!

Units 1-5 are located right in Heidi’s office. “General/miscellaneous” files are housed in two Schwab 3-drawer lateral fireproof cabinets, 41”high x 43 ½” wide x 20 ½”deep/capacity front-to-back, 15”/ key lock right of A.

1. A. - ambulance – CPA year end reports (***documentation back to 1990’s-current***); 13”
 - DPW – fire; 12”
 - fire – local cultural council; 8 ½”
 - B. - operational support – school department; 12 ½”
 - stabilization – zoning; 4”
 - Vadar (*only 1 folder!*)
 - C. supplies
2. A. fiscal year info (*folders in each FY are not arranged in any particular order!*)

- FY'14 audit – FY'14 eoy (debt/title V/encumbrances/AR/local receipts/recaps, etc....); 13"
- FY'15 ambulance – FY'15 eoy (withholding, balance sheet, reserve fund, Cherry St., police detail...); 12 ½"
- FY'16 fixed assets – FY'16 monthly collections (capital, fire detail, septic, state aid, etc.); 11 ½"

B. fixed assets/"miscellaneous"

- escrow transfers, 2008-16 – road bonds, **back to 1990's**; 6"
- fixed asset system/asset valuation, 2007/fixed assets, 2007 & 2009/property records, 2004-07/voided & manual checks, **back to 2007**/title V, **back to 1990's**; 12 ½"
- FY'10 year end – FY'12 schedule A; 12"

C. supplies

AP and cash receipts files – documentation in *both* of these files is simply "batched" with rubber bands each week and filed within a legal size manila folder/third cut assorted top tab/reinforced back flap. Manila folders are then individually filed within green legal size hanging folders/no tabs.

These files are housed in two Steelcase 4-drawer standard steel lateral cabinets, 51 ½"high x 42"wide x 18"deep/capacity side-to-side, 38 ½"/key lock top center.

3. A. 7/10/15 – 10/30/15; full

B. 11/6/15 – 2/19/16; full

C. 2/26/16 – 6/17/16; full

D. 6/24/16 – 6/30/16, 11"/+ 1 odd box, small "stack" of folders (approximately 6") – cash receipts, 7/12 – 6/14

4. A. 7/8/16 – 9/30/16; 32"

B.-C. empty

D. cash receipts, 7/14 – 8/16; 21"

Contracts are housed in three drawers of one 5-drawer standard steel lateral cabinet, 64 ¾"high x 42"wide x 18"deep/capacity front-to-back, 15"/key lock top center.

5. A. supplies

B. - 911 memorial fund/access cable TV – Buckley Energy Group; 9"

- CAB Construction – Custom Alarm; 6 ½"

- Dankris Builders – Donnegan Systems; 4"

C. - Eastern Salt Co. – Fuss & O'Neill, Inc.; 3"

- Karen Galligan – John Mauro; 7"

- McKenna Management – Quality Construction; 11 ½"

D. - RAD Corp. – Schow, Joseph; 7"

- Sea Consultants – United Elevator; 9"

- Vadar Systems, Inc. – Yetman, Elaine, 7"/few "miscellaneous" files

E. supplies

Units 6-8 are located right outside Heidi's office. *Town and school payroll* documentation (payroll registers) is set up in the same manner as previously described for the AP/cash receipts files. And, they are housed in one more Steelcase 4-drawer standard steel lateral cabinet, same as units 3-4.

6. A. town payroll, 2016; 8"
- B. school payroll, 2016; 5 ½"
- C. town payroll, 2015-16; 32"
- D. school payroll, 2015-16; 26"

W-9 files - documentation is "bulk-filed" alphabetically in letter size *pink* folders/third cut assorted undercut top tabs, which are then "bulk-filed" in *more* letter size green *hanging folders/no* tabs. These files are housed in one drawer of a 4-drawer standard steel lateral file cabinet, 52 ½"high x 36"wide x 18"deep/capacity front-to-back=15"/key lock top center.

7. A.-B. few "miscellaneous" files/supplies

C. W-9's (vendor forms, ***back to 2001***, at least-current)

- few files with "#s"/A-1 Microwave Service Corp. – Lyons; 13 ¼"
- MA Academy of Math & Science – Zuschlag/"old" forms; 14"

D. supplies

Lastly, *financial files*, with documentation simply "bulk-filed" in letter size green *hanging folders/clear* tabs in assorted positions along the back edge/hand-written inserts referencing title. These files are housed in one drawer of a 2-drawer standard steel lateral file cabinet, 28" high x 30"wide x 18"deep/capacity side-to-side, 26 ½".

8. A. audit reports, 1999-2002 – FY'15, 20 ½"/few "old" warrant files, FY'04-07, 1"

B. supplies

RECOMMENDATIONS

With the exception of the “*general/miscellaneous*” records in units 1A-B, 2A-B, and 5B-D, the remaining various files in this area are simply too small for any type of fancy color-coded filing system. Your problems here definitely fall into the categories of “housecleaning” and “getting organized” and, *once again*, adopting *several* of the General Recommendations (#3-8) will allow you to accomplish this goal!

Once a proper purge is completed, the *remaining* documentation throughout units 1A-B/2A-B/5B-D should be “reorganized” based on the **Tell-i-vision/subject file** system, as previously outlined for *several* other areas.

The following supplies and labor will need to be ordered:

| | | | |
|----|-------|---|----------|
| A. | 1 box | #50534 letter size blank index guides, 3rd cut black metal top tabs #1 position. | \$ 89.30 |
| B. | 1 box | Same as A, only #2 position. | \$ 89.30 |
| C. | 1 set | #SPEC 50 division set green “miscellaneous folders”, letter size, 5 th cut top tabs/center po- sition. | \$ 29.50 |
| D. | 500 | #10786 kraft 11-point letter size folders, 2/5 cut right tabs, reinforced back flap. Cost, \$44.96 per C. Total cost, | \$224.80 |
| E. | 1 bag | #67671 color-coded name labels. | \$ 21.54 |
| F. | 25 | #51910 letter size, top tab, “OUT” cards | |

- at \$46.15 per C. Total cost, \$ 11.54
- G. ----- Drawer organizers, size/cost to be determined
once purge is completed. \$ -----
- H. Labor to convert. It will be necessary to create folder labels, convert material from old folders to new, properly establish Tell-i-vision/subject files *and* "miscellaneous folders", and affix labels. Finally, captions for index guides will be established, guides installed, all folders will be re-filed, and your staff will be trained in the maintenance and perpetuation of the new system.

We would assign one of our records supervisors, who is billed at \$360.00 per day, plus expenses, for one-two days to get you "up and running".

We *also* want to point out that it is ***not*** necessary to use "legal size" supplies to accommodate a *legal size* drawer – file organizers (General Recommendation #2) allow you to easily file *letter size* in legal size drawers!

Lastly, "cumbersome" *hanging folders* along with legal size supplies should be replaced with letter size *expansion pockets* to accommodate "bulk-filing" of AP/cash receipts, payroll registers, W-9's, and financials within the following drawers: 3A-D, 4A/D, 6A-D, 7C, 8A (catalogue #TG133CPRM at \$260.00 per C).

ECONOMIC DEVELOPMENT

The few files that exist for this area are all housed right in Pam's cubicle and, *most* of these files were "inherited" from her predecessor!

Files are not arranged in any particular order, and they are simply set up in a real "**hodgepodge**" of letter/legal size supplies: assorted colored folders with *handwritten* captions right on tabs, "bulk-filed" in legal size *hanging folders* with clear plastic tabs/*handwritten* inserts. And, no index guides are installed.

The various files are housed in one drawer of a Steelcase 3-drawer standard steel lateral cabinet, 38 ¾"high x 42"wide x 18"deep/capacity side-to-side, 38 ¼"/key lock top center.

1. A. - grant applications, 2007/2013

- tobacco sales, 2015
- job study
- self assessment
- SBA
- EDIP, 2014
- appointments
- website
- etc.

approximately 11"

B.-C. empty

RECOMMENDATIONS

A small **Tell-i-vision/subject file** system is *obviously* the “way to go” here”! Therefore, the following supplies and labor should be ordered:

| | | | |
|----|-------|---|----------|
| A. | 1 box | #50534 letter size blank index guides, 3rd cut black metal top tabs #1 position. | \$ 89.30 |
| B. | 1 set | #SPEC 25 division set green “miscellaneous folders”, letter size, 5 th cut top tabs/center po- sition. | \$ 14.51 |
| D. | 100 | #10786 kraft 11-point letter size folders, 2/5 cut right tabs, reinforced back flap. | \$ 44.96 |
| E. | 1 bag | #67671 color-coded name labels. | \$ 21.54 |
| F. | 3 | Drawer organizers, #15034, at \$35.25 each. | |
| | | Total cost, | \$105.75 |

As far as labor is concerned, “training” can simply be provided in this area during one of the preceding subject file installations!

ARCHIVES

The town does ***not*** have a formal records retention program in place – ***no*** “customized” written retention schedule, ***no*** index or cross-reference system, ***no*** locator system, ***no*** destruction program.

Overall responsibility for the archives has not been assigned to anyone in particular. The individual departments are “more or less” responsible for purging and boxing up their own records, *as well as* for labeling the boxes. ***AND***, there are no “standards” in terms of boxes *or* indexing, and no procedures for either adding *or* removing records to and from the various storage areas!

Records are stored in a wide variety of boxes, *many* 24 inches deep and too heavy, lots of odd size/some standard and check size boxes, lots of 3-cube boxes, *many* vertical/lateral file cabinets, “tons” of rolled plans/few *loose*, lots of “magazine files”, several three-ring binders, “tons” of computer printouts, some steel shelving, lots of bound/metal post ledger books ***AND***, lots of “piles”! Indexing on the boxes, etc., *also* varies a great deal: title/date(s)/box # *or*, title/year(s) *or*, title/box #/department *or*, title only *or*, box number only *or*, department name only *or* – some of our favorite! – ***nothing at all!!***

If all of the above weren’t bad enough, indexing *often* appears on the top or the side of the box, *so you can’t even see it* when boxes are “stacked” or arranged on shelves! Some boxes have also been left “open” after review, and a few lids are either “broken” or “missing” (***dirty records!!***)!!

Archival records are all stored on-site at the town hall, the vast *majority*

housed in a very large basement with a few additional records stored in the town clerk's area and throughout the departments. The basement storage area though large is *also* very "challenging" due to the low ceiling height throughout the space – average of 78"high, lower in *several* areas due to lots of duct work and pipes (***watch your head!***).

At the back of the space, there is a large "caged in" area, which primarily houses rolled plans along with several boxes and a few file cabinets of miscellaneous records. Plans are actually stored in a combination of assorted file cabinets (***"repurposed" for plans with drawers removed!***), a few standard plan cabinets, *as well as* lots of boxes! **AND**, boxes are difficult to reference, as they are just "stacked" haphazardly one on top of the other along the back wall!!

Our inventory in this area revealed the following records and, we want to point out that the majority of the plans is well-labeled in "tube files", referencing date/*some* include permit #/*some* address, *some* #/address/date/permit #!

- 2 odd boxes: project specs/manuals, **1980's-90's**; electrical code book, **1972**
- 2 standard boxes (1 "broken!"): "selectmen" (correspondence "reference copies"/meetings, **1970's**)
- 1 odd box: few annual reports, 1999-2006/Munis books, *etc.*
- 1 standard box: assorted permits (building/pool/special use...), back to 1980's
- 1 24 inch box: *more* "reference sheets" (?), **1965-1970**
- 1 odd box: building inspector schedules/calendars, 2001-07 (*at least!*)

- 1 24 inch box, 1 odd, 1 standard, 1 *mail bin*: Madison Place permit & assorted files/studies, 2011-13
- 1 odd box: Fay School special permit/Walgreens inspection reports, 2008
- 1 odd box: *more* code books (building, 2007)/Parsons Residence engineering report, 2004
- 1 odd box: Cumberland Farms plans/occupancy..., 2012
- 1 24 inch box ("*broken*!"): "old" contracts/reports, etc., **back to 1970's**
- 3 24 inch boxes, 5 standard, 3 odd: ?
- 24 4-drawer letter/legal size assorted vertical cabinets, 4 2-drawer, 2 5-drawer, 11 Stacor 1-drawer cabinets, 1 "*wastebasket*", 15 large boxes, 2 odd: approximately **3,801** *rolled* plans; 1 drawer=*folded* plans/"flat files"
- 11 standard boxes: *more* maps & folded plans/permits (building/zoning/septic, etc.)/correspondence, etc., **1970's (at least!)**
- 1 standard box: correspondence/warrant articles/bank statements, etc., **1970's**
- 1 standard box ("**hodgepodge**!"): bank investment statements, **1990's (at least!)**
- 1 24 inch box: *more* building permits, 1970's (*at least!*)/1 roll microfilm= permits, 1979-1980
- 1 3 cube box/3-ring binders: zoning bulletins/assorted project manuals & specs (Fay School), stormwater studies, hi-way development guide, etc., 2005-2008 (*at least!*)

- 1 3 cube box ("**hodgepodge**!"): BOA partnership hearings, 1990's/
ZBA hearing notices, applications, etc., back to 1970's (*at least!*)
- 3 3 cube boxes ("**battered**!"): redevelop downtown files, **1960's**; minutes, 1960's-70's; annual reports, 1970's; police/planning board/personnel board/parades/elections, **1950's**; budgets/bus lines/dump/cemetery committees, 1940's
- 1950's; bylaws, 1914, *etc.!*
- 1 3 cube box: "old" licenses
- 1 odd box: back-up journals, **1980's**
- 1 odd box: attested town meetings, 1983-88/bids, **1970's-90's**/journal entries, **1980-83**
- 2 "old" safes, 1 2-drawer lateral fireproof cabinet ("**jammed**!"): ?
- 1 odd box: building "miscellaneous" (?)
- 1 standard box: BOH minute books
- 1 3 cube box: building permit applications
- 1 odd box/building: appointments/correspondence/hearing notices/zoning permits, etc., 1950's-70's; building code book, **1963**
- 1 24 inch box: information request Southwood, **1995**/Brentwood Condo assorted files, **back to 1980's**
- 1 4-drawer letter vertical cabinet: *more* specs/project files, **back to 1970's-2005 (at least!)**

Our inventory continues *outside* the preceding "caged in" area with boxes/printouts, etc. arranged on a wide variety of steel shelving as well as stored in some more assorted cabinets:

- 4 4-shelf lateral cabinets, 36x12 (no doors)
- 20 sections steel shelving/corrugated tiers, 72x48x24/4-5 tiers
- 3 sections steel shelving/corrugated tiers, 72x60x18 ½/4-5 tiers
- 4 sections steel shelving/corrugated tiers, 36x48x24/2-3 tiers

Our inventory revealed the following records:

- approximately 216 assorted size computer printouts, 15x11/11x8 ½, some *loose* pages (approximately 745"), 1 24 inch box: batch reports/rates, 2003-07; business commitments, 1992-93; MV abatements, **1990**; excise, 1990; MV history, 1980's; real estate/personal property commitments, 1990's/2002; real estate payments, **1989-90**; personal property payments, **1986/2006**; water rates, 1985-88/1990-92; water history, 1991; abatements/exemptions, 2006; demands/MV omitted bills, **1980's**; MV payments, **1986**; payroll distribution registers, 2002; payroll check/deduction registers, 1997-2004; recons, **2005**; payroll registers, 2001-2010; direct deposit register, **2006**; utility billings, 1985; rates packets, 1992-93; W-2's, 2004-06, *etc.*

- approximately 116 assorted size bound books/*some* metal post (approximately 149"), 1 standard box: MV/real estate payments, **1970's-80's**; payroll check registers, 1970's; cash books, 1970's-2005; water rates, 1960's-70's; MV/trailer excise, 1960's-70's; real estate commitments/valuations, back to 1800's-1980's; personal property commitments, 1980's; personal property/real estate, back to 1800's; tax payments, back to 1800's-early 1900's; accountant, 1921-1930's; excise commitments, 1980's-1990; auditors records/assessor poll taxes/notes issued, early 1900's

- 1 standard box, 2 small: electric/plumbing & gas permit applications,
1985-1998

- 9 small boxes: conservation hearings tapes, 1993-98
- 1 odd box: conservation street files/NOI's, back to 1970's
- 1 small box: planning board meeting tapes, 1995-96
- 1 standard box: wiring applications (**"to be filmed"**!), 1970's-80's (*at least!*)

- 1 odd box: building department records & plans, **"to be sorted & filed"**!

- 1 standard box/town clerk: WRRS-MTRS payments, 2013-16/deduction registers, 2014-16/monthlies school, 2014-16/MA DOR reports, 2013-15

- 3 standard boxes, 2 3 cube: payroll warrants, 2013-16
- 7 standard boxes, 2 24 inch, 3 3 cube, 1 odd: bank statements & receipts, 2004-05/2008-09/2011-15

- 1 standard box, 1 24 inch, 1 3 cube: *more* bank receipts, **2003/2005-06**

- 16 3 cube boxes, 1 standard: AP warrants, 2011-12/2014-15

- 1 24 inch box: ZBA files, 2009-10/Woodland Meadows, 2008

- 1 3 cube box, 1 standard: bank ledgers & *more* receipts, 2010-11/

2014-15

- 1 standard box: paid bills (water/excise/tax, etc.), 2015

- 1 odd box: *more* bank statements

- 1 3 cube box: trust fund/wills

- 1 standard box: 35 rolls **cartridge microfilm/few microfilm jackets**,

few folded plans: microfilm (***poorly indexed!***)=advisory board minutes, 1962-1973; management meeting, 1980; citizens planning survey, 1980; TA ledger sheets, 1977-78/1980-83; BOS "reference sheets", 1971-1984; treasurer-collector payroll, 1975-1984; AP, 1980-83; treasurer-collector retirement, 1980-84; building permits, 1982-83/1990-96; vitals, 1982-84 (death/marriage/birth/intentions)/annual reports, 1982-84/street lists, 1983-84; site plans; selectmen-ZBA, 1982-84; town clerk/pole locations, 1966-1984/roads; legal opinions, 1941-1983; accounting reports, 1976

microfilm jackets, 1 6x4 metal card file (approximately 1")=appointments by selectmen, 1975-79; elections & clerk reports, 1976-1981; jury lists, 1981; town meetings, 1976-1981; water service drawings, Atwood-Woodbury; subdivisions

- 1 3 cube box, 4 wooden trays/*more* **microfilm jackets**: 3 trays=maps, #1-96/1 tray = reference sheets, 1971-81; property plans/building applications & permits/zoning permits with approvals/sewage system variances

- 1 24 inch box: *more* payroll deduction registers, 2006

- 1 3 cube box: trust fund/"miscellaneous", 1993-2000

- 2 24 inch boxes: cash receipts & *more* bank statements, 2006-07

- 1 24 inch box: payable warrants, 2003-05/treasurer receipts, ***2003-04/***
more bank statements, ***2001-04 (at least!)***

- 1 odd box: receipts/adjustments/refunds, etc., FY'2009

- 1 standard box: *more* trust fund documents/Bartholomew reviews, 2007-09/"old" wills/"old" minutes!

- 29 3 cube boxes, 1 24 inch, 1 odd: *more* warrants, FY'2007/2009-14
- 1 large box: ?
- 1 standard box: insurance payments, 2013/TSA payments, 2007-09
- 1 standard box: *more* insurance payments, 2011-12
- 1 standard box: fed 941/state, 2000-09
- small "stack" (approximately 3"): audits, early 1900's
- 1 metal post ledger book: auditors records, 1908-10
- 9 standard boxes: collector (*more* paid bills), 2014-15
- 1 standard box: DPW "old" terminated employee files
- 2 odd boxes, 1 standard: town terminated employee files, 2007-12
- 1 small box: recreation terminated employee files, pre-2011
- 1 standard box: payroll journals, 2011-12
- 1 odd box: school terminated employees, 2002-07 (*at least!*)
- 1 odd box, 1 3 cube, 1 24 inch: *more* terminated employee files,

pre-2006

- 1 24 inch box/conservation: Breakneck Hill (?)
- 21 24 inch boxes, 6 3 cube, 1 standard/conservation: street files (orders of condition/NOI's/plans, etc.) – ***"all scanned"*!**

- 1 3 cube box: MWRA "miscellaneous" (?)
- 1 24 inch box/conservation: legal opinions, 1975/Davco Farm/Orchard files/requests for determinations, 1994-95/minutes, 1990-95/aerial photos

- 1 3 cube box/conservation: *more* requests for determinations

("scanned"!)

- 1 24 inch box/conservation: *more* minutes, 2005-08/EMC-Westboro

NOI

- 1 3 cube box: EMC environmental impact reports; Walnut Hill treatment facility specs; agendas, 1984-89

- approximately 27 *more* rolled plans: conservation
- 1 3 cube box, 1 standard/planning: ANR's, 2010/2015
- 1 3 cube box/planning: *more* ANR's, 2011/subdivisions, 1988-1996
- 2 standard boxes/planning: Parmenter Meadows/Willow St.
- 1 standard box: planning, 3 Willow St./Woodland Rd.; conservation,

Atwood St.-Heritage Crossing

- 1 "magazine file": Firmin Ave. assorted files, 2013/street trees 2010, etc.

- 2 standard boxes/planning: site plans subdivisions (Boston Rd./Marlboro Rd./Stonebrook Village)

- 1 standard box/conservation: WPA forms, 2015
- 1 standard box/conservation: Firmin Ave.-Wyndemere Dr., SMP's, 2015
- 1 odd box: St. Mark's (?)
- 1 odd box: Fay School, 2007-08 (?)
- 1 odd box: EMC, Meetinghouse Lane-Middle Rd.
- 2 3 cube boxes: site plan approvals & subdivisions, 2011
- 3 3 cube boxes, 1 odd: ZBA's, 1960-2006/streets, A-Z
- 1 odd box: ucc's, **1980-?**
- 1 24 inch box/conservation: WPA's/SMP's, 2000-11

- 1 odd box: business certificates
- 7 standard boxes: Acts & Resolves, 1930's/1943-1998
- 2 4-drawer letter vertical cabinets: approximately 126 *more* rolled plans
- 1 24 inch box/conservation: RDA files (**"scanned"!**)
- 1 24 inch box/conservation: *more* RDA files (**"scanned"!**)/enforcement orders & informal discussions
- 1 3 cube box: "historic" facilities plans/community center at Fayville
- 2 odd boxes: historical commission survey of historic buildings
- 2 3 cube boxes: final reports, 1990-2004
- 1 odd box: **"to be filed"!?**
- 1 3 cube box (**water damaged!**): total expenditures/appropriations history/daily journals/budget recaps, 1987-89
- 4 3 cube boxes: town/school payroll, 2014-15
- 4 standard boxes: excise abated, 2012-15
- 9 standard boxes, 5 "tube files": excise commitments, 1981-82/1991-2015
- 1 standard box: new growth, FY'07-12
- 5 standard boxes: revals/sales analysis/ratio studies, FY'01-02/'04-13
- 2 standard boxes: tax rate recaps, FY'90-94/'96-98
- 2 standard boxes: real estate abatements, FY'10-11/'14-16
- 1 standard box: commitments & Vadar billing info, FY'93-2015
- 1 standard box: real estate abatements, FY'12-13/ATB cases, FY'10-12
- 2 standard boxes: real estate & personal property abatements/*more*

ATB case files, FY'07-09

- 2 standard boxes: *more* abatement applications, FY'03-06
- 1 standard box: Telecom cases, FY'04-09
- 3 standard boxes: ABC forms, FY'05-2015
- 1 standard box: abutters lists, FY'07-10
- 3 3 cube boxes: tax commitment books, real estate/personal property,

FY'08-2015

- 2 standard boxes: personal property deleted accounts utilities
- 1 24 inch box: capital projects, 2002
- 1 24 inch box, 1 standard: school contracts
- 1 3 cube box: school building committee minutes
- 1 3 cube box: school building project & settlement, 2000-01
- 3 standard boxes: school building, 1996-99/2002-04
- 1 3 cube box: school projects (Spinelli & Stella)
- 1 3 cube box: school projects (Standam)
- 1 24 inch box: accounting back-up (Bonfatti-Trottier)
- 1 3 cube box: "old" journals & recaps, etc.
- 1 3 cube box: auditors reports, 1979-2002
- 1 3 cube box: Cherry files, "old" contracts, fund transfers, etc.
- 1 3 cube box: "old" 1099's, pre-2004
- 1 3 cube box: "personnel", pre-2002 (?)
- 1 3 cube box: contracts & insurance
- 1 24 inch box: personnel records & "other" contracts

- 1 3 cube box: schedule A's, FY'93-98
- 1 3 cube box: *more* "old" contracts
- 1 3 cube box: budget recaps, **FY'04**
- 1 3 cube box: gl trial balances, FY'91-97
- 24 large boxes, 1 standard, *more* "tube files, 4 standard "tube files":

assessor maps, FY'89-90/1993-97/1999-2005/2007-11/2013-16; 2012 "updates"

- 3 odd boxes: assessor maps, 11x17, 1976-1989/1990's/2005-06
- 1 24 inch box: ?

- 1 Hercules 4-drawer legal vertical fireproof cabinet: 1 drawer=13 *more* bound books/1 folder, real estate & personal property abatements, 1983-2002/ real estate & personal property abatement lists, 1945-1954 & 1970-1989/excise abatement lists, 1957-1965 & 1972-1978; 1 drawer/4 large 3-ring binders=tax rates, FY'04 & '06/real estate & personal property commitments, 2007/real estate commitments, 2005; 1 drawer/4 large 3-ring binders=tax rate commitments, 2000-03; 1 drawer/2 large metal post binders=actuals, FY'98-99

- 1 Hercules 4-drawer legal vertical fireproof cabinet: 8 large metal post binders//loose sheets=real estate/personal property actuals, 1984-1997

- 1 Victor 4-drawer legal vertical fireproof cabinet: 1 drawer=8x5 assessor map cards; 2 drawers= "stacks" (approximately 14") of loose grantor-grantee records, back to early 1900's/valuation books, 1978-1981/2 odd boxes=*more* assessor cards/5 rolls of microfilm, 1980's; 1 drawer/4 large metal post binders= MV excise commitments & valuations, 1987-88 & 1992-93/1 3-ring binder=sales, 1990-91

- 1 2-drawer Remington Rand lateral fireproof cabinet (1 drawer, **“jammed” shut**): *more* real estate valuation books (20 books, approximately 14”), back to 1900’s
- 2 4-drawer letter vertical cabinets (3 “empty” drawers): BOA case files, 2007-2011 (*at least!*)
 - 3 “magazine files”: 1=BOA, back to 1995; 2=BOA hearings
 - 1 “wire bound” rack: approximately 12 *more* loose rolled plans
 - 1 4-drawer legal vertical cabinet/selectmen (locked): legal requests/court cases/legal opinions-bills
- 1 3-drawer 42” lateral cabinet: 2 drawers=BOS licenses, 1970’s (*at least!*)/pre-2000-2002; 1 drawer=BOS contracts, 1980’s-90’s/paid claims, 1987-1999/*more* licenses, 2002-08
 - 4 24 inch boxes, 1 standard: selectmen minutes, 1883-1939/1883-1995
 - 1 24 inch box: selectmen agendas/*more* minutes, 1975-2008
 - 1 24 inch box: *more* licenses, 1941-1980
 - 1 standard box: *more* minutes, 1996-2010/”undocumented” minutes
 - 1 4-drawer letter vertical cabinet/selectmen: 1 drawer=police department “miscellaneous” files, 1974-1981 (hearings/agreements/contracts/vehicle accidents/job applications/etc.)/public safety complex feasibility study, 2007/V. Kolia correspondence, 2008-10; 1 drawer=industrial development/”old” subdivision files, back to 1950’s/applications for variances-special permits, etc., back to 1970’s/IDC agendas, 1978-79/IDC budgets, **1980’s**, etc.; 1 drawer=town hall renovations, contracts, etc., 1976/traffic lights, 1970’s/*more* trust fund files, back to

early 1900's/van study, **1980**, etc.; 1 drawer="old" planning board files (correspondence/form A/hearings, etc.), 1958-1970's/water department union files (negotiations/contracts), 1970's-80's/pole locations & re-locations, back to 1960's-80's/buried cable locations, 1960's-80's/veterans' agent, 1960's-80's/water department board, 1950-1977; Worcester County assorted files, back to 1960's/youth commission, 1970's, *etc.*

- 1 4-drawer letter vertical cabinet: 1 drawer (locked)=IOD's; 1 drawer (locked)=police chief search, 2009; 1 drawer=employee contracts & negotiations, back to 1990's/grievance files, 1980's-90's; 1 drawer="old" assessment centers-TA search/police chief interviews/fire chief, etc., back to **2000-06 (at least!)**

- 1 4-drawer legal vertical cabinet (locked): 3 drawers=*more* legal bills; 1 drawer=annual/special town meeting files

- 1 5-drawer letter vertical cabinet: 3 drawers=BOS *more* license files, A-Z, 2000-13; 1 drawer=insurance renewals, 2005-08/MIIA loss control records, 2003-09/MIIA correspondence, 2002-09/EBS Foran contracts, 2001-08; 1 drawer=fuel storage licenses, back to 1950's

- 1 2-door 36"wide cabinet/4 tiers (34 "magazine files", approximately 140"): 1=MWRA, 1998; 1=MWRA agreement; 1=responses to MWRA treatment plant & tunnel project, 1994-95; 1=MWRA tunnel project; 1=tunnel working treatment plant group minutes; 1=pay & class study, **2001-02**; 3=Parkerville landfill assorted files; 2=regional school debt reimbursement issue, 2000-13; 2=regional dispatch; 1=police chief hiring, 2003; 1=police chief search, **2009**; 1=

police chief, 2013; 1=police station rehab & design; 1=public construction, 1990's-2002; 1=public safety guide; 1=Chapter 61 properties; 3=sexual harassment assorted files, *some* 1999-2000; 1=school building committee's formation (minutes/reports/correspondence); 1=school building assistance program, 2000; 1=temporary school building planning committee/K-8 building study committee; 1=school committee minutes; 1=school construction legal issues/correspondence; 1=regional school district agreement working group; 1=school regional agreement; 1 (+3-ring binder)=high school study committee; 2=Algonquin building planning committee, *some* 1999; 1=Neary School; 4 assorted 3-ring binders =(1) bonds for regional school & K-8, 2002/(1) fire/police station feasibility study/(1) water quality update, 1996/(1) public safety building feasibility study, 2007

- 1 2-door 36"wide cabinet/4 tiers (31 "magazine files", approximately 93"): 1=Trottier Middle School; 2=arts center renovation, 2001; 1=community center/Fayville Hall, 2001; 1=stormwater management plan phase II; 1=town-house landscaping, **1977**/planning board notes, 1970's/arts center payroll info; 1=town counsel; 1=town hall renovations, 1976; 1=town house furnishings; 3=underground storage tanks; 2=utilities dereg committee, 1990's-2000; 1=Wachusett treatment plant; 1=workers comp claim files, 2002-06 (*at least!*); 4="fiscal years", 2005-08; 1=DPW confidential; 1=DPW negotiations; 2=fire confidential; 1+2 *loose* folders=SEIU conference, 2007-10; 1=SEIU/NAGE negotiations; 1=police negotiations; 3=police conference; 2+1 *loose* folder=fire negotiations, 2007-10; 3 assorted 3-ring binders=insurance contracts, **2002-03/2005-07**

- 1 2-door 30"wide cabinet/4 tiers (25 "magazine files", approximately

103"): 1=AT&T lease agreement, **back to 1990's**; 1=aids action committee; 3=ADA; 2=Alexan Park, 2007; 1+ 1 3-ring binder=Avalon Bay (40B development), 2007; 1=Chapel of the Cross; 1=computer software, **2002-03**; 2=elevator, **back to 1990's**; 2= EMC; 2=on-call engineering services proposals; 1=Fay School flood plan/map revision; 2=Flatley (appraisals, etc.); 1=financial impact committee; 1=GIS; 1= Madison Place; 1=MWRA CAC minutes; 2=MBTA/MBTA study committee, 2001-04 (*at least!*); 4 assorted 3-ring binders=electric industry restructuring plan/Legacy Farms environmental impact report/Madison Place site approval, 2011

- 1 2-door 36"wide cabinet/4 tiers: approximately 31 computer printouts, 8 ½x11 (approximately 139"): W-2's, 2001-03/direct deposit registers, **2002-06**/town payroll, 2005-06/school payroll registers, 2004-06/reconciliation payrolls, 2002-05

- 1 5-drawer letter vertical cabinet/selectmen: 1 drawer=*more* school project files, **back to 1990's-2008 (at least!)**; 1 drawer=administration files (access committee, 1999/advisory committee, 1990/*more* appointments, 1990's-2008/budget & payroll reports, 2001-05/building payroll sheets, 2010/*more* budgets, **1997-2006**/clerical employee contracts, 2004-10/fee schedules, **back to 1990's**/ISO study, 1997-2002, etc./"**records management**", **1990's**; 2 drawers=building department (copies of receivables, 2005-11/permit receipts, 2001-05/payables, 2005-11/payroll sheets, 2005-11/mileage payables, 2005-11/weights & measures receivables, 2003-11/P. Johnson reimbursements, 2001-07/expenses, 2001-07/budget reports, 2010-11/encumbrances, 2010/electrical payroll, 2005-

2011/plumbing & gas payables, 2007-09/plumbing & gas payroll, 2005-06/regs/technical, etc.); 1 drawer=zoning board (members/officer letters, 1997-2002/correspondence, **2004-06**/hearing notices, 2000/"miscellaneous", **1990's-2004**)

- 1 4-drawer letter vertical cabinet: 1 drawer=ZBA meetings, 2005-11; 1 drawer=ZBA payables/budget/payroll, 2000-11; 2 drawers=ZBA street files, A-C

- 1 5-drawer letter vertical cabinet, 2 4-drawer letter vertical cabinets: *more* ZBA street files, C-Z

- 1 4-drawer legal vertical cabinet (locked): 1 drawer=photos/ASI's/SK-sketches/RFI's/PCO's/CO's; 2 drawers=Trottier Middle School additions & renovations/shop drawings, submittals, divisions 1-16; 1 drawer=project communications & punch lists

- 1 24 inch box ("*broken*!"): Marlboro/Southboro ZBA's, 2006

- 1 standard box: "ZBA" (?)

- few *loose* rolled plans on top of cabinet!

- 1 standard box: legal decisions, 2002-05; approved open space land, 2014; master plan/minutes & correspondence, 1986; Woodland 40B project, 2007-09; commuter rail extension study/project, 1990/1996; leadership course, **2006**, etc.

- 1 standard box: Cordaville Hall & Kary Assoc. correspondence/contract, 2006-07; month-to-date use zoning project, 2001-06; affordable housing minutes/correspondence, 1989-2007, etc.

- 1 standard box: lots of project files (studies/correspondence/contracts, etc.), 2005-11/facilities, 2007-08/2 E. Main reports on mitigation, 1997-2003

- 1 4-drawer letter vertical fireproof cabinet (1 “empty” drawer): 1 drawer=consumer regs for determinations, 1988-1991/gas, plumbing & electrical permits, 1980’s-90’s/wiring, plumbing & gas logs, 1994/Brentwood filing addendum, 1987; 1 drawer/2 metal post ledger books=permit fees paid, 1980’s-90’s; 1 drawer=*more* plumbing, gas, electrical permits, 1980’s-90’s/wiring, 1990’s

- “pile” of assorted folders (*on top of cabinet!*) (approximately 8”): *more* zoning applications, etc., back to 1960’s

- 1 3-drawer/1 cabinet unit: 1 drawer=*more* plumbing permits, 1960’s-1981; 1 drawer=*more* gas permits, 1960’s-1986; locked cabinet (?)

- 1 24 inch box (“**hodgepodge**”!): Sudbury River studies, 1982 & 1995/ planning & zoning “miscellaneous” files (approvals granted, etc.), **back to 1950’s**/traffic impact study (Carriage Hill Estates, 1999), etc.

- 1 2-door letter vertical cabinet/planning: site plans – applications, 1970’s/conservation (orders of condition, permits...), 1970’s/ZBA variance applications & decisions, 1964-1979/town meeting files, 1970’s/*more* budgets & bills, **1970’s**/zoning articles, 1970’s, etc.

- 1 24 inch box: planning E/R studies

- 1 odd box: ?

- 1 standard box: “old” subdivision files, 1970’s (*at least!*)

- 2 odd boxes: “old” subject files (495 interstate change, 1993/planning-*more* legal decisions/flood plan zoning, 1980’s/metro planning council, etc.)

- 1 24 inch box: *more* “**building department records to be sorted**”!?

- 1 24 inch box: BOS correspondence files, **1980’s**

- 1 standard box: local initiative program, 2006/zoning master plan by-laws, 2004/re-zoning consultants, 2008, etc.
- 1 standard box (“**hodgepodge**”!): assessor-TA-collector disposition schedules, 1970’s/lots of folded plans/energy drupe test results, 1980/zoning permit applications, 1970’s, etc.!
- 1 small box, 2 odd, 1 24 inch: planning board meeting tapes, 1965-1995/2002-05 (*at least!*)
- 1 standard box/planning: “old” files (Meadowlark Estates/Birchwood Manor/Fiddlers Green, etc.)
- 1 standard box/planning: Hayward Estates (?)
- 1 standard box/planning: “old” files, **back to 1930’s-40’s (?)**
- 1 odd box: ROSP (open space & recreation planning study), 2007
- 1 odd box/planning: purchasing, 1987/AJ Lane Industrial Park, 1970/Fayville dam/P.O./Commonwealth Gas/charter commission, etc.
- 4 standard boxes: various studies/RFP’s (Sudbury-Framingham reservoir, 1997/labor force studies, 2003/open space plan, 1999/Suasco watershed, 2002, *etc.*!)/*more* budgets, **2001-03**; town meeting, 1997; permit applications (Avalon Mills 40B, 2008)

The following records can be found in a separate “locked” storage room located directly opposite the entrance to the basement. Records here are stored in a combination of “old” vertical file cabinets, an “old” 2-door safe, several boxes “here and there”, *as well as* nine 2-door 36 inch storage cabinets.

Our inventory revealed the following records:

- 1 Remington Rand 4-drawer legal vertical fireproof cabinet (3 “empty” drawers): 9 large metal post bound books=MV/trailer excise, 1973; personal property/farm, 1960’s; water commitments, 1970’s, etc.

- 1 Shaw Walker 4-drawer letter vertical fireproof cabinet: 1 drawer/2 large kraft envelopes=payables, **1975**; 1 drawer=bond coupons, 1940’s-70’s; 2 drawers=real estate/personal property/MVE commitment sheets, 1940’s-50’s (*at least!*)

- 1 Victor 4-drawer letter vertical fireproof cabinet (2 “empty” drawers/1 drawer **“jammed”!**): 2 large metal post books=real estate commitments, 1979-1980

- 3 check size boxes: cancelled checks (payroll/payables...), **1980’s**

- 1 Shaw Walker 4-drawer letter vertical fireproof cabinet: 1 drawer=school committee minutes, 1980’s/contracts (BOS) “null & void”, A-Z, 1970’s-80’s (*at least!*); 1 drawer=conservation (A-Z, orders of condition/certificates of compliance, etc.), back to 1980’s/planning (form A files), 1970’s-80’s; 1 drawer=*more* form A files; 1 drawer (**“jammed”!**): site plans

- 1 odd box, 1 metal post ledger book: *more* “old” license books (common vic/general/junk/class 4, etc.), 1950’s-60’s (*at least!*)

- 5 24 inch boxes (3 **“crushed”!**), 2 odd: *more* large rolled plans (approximately 150)

- 2 24 inch boxes, 1 large (**“taped”!**): primary election ballots, **1982**/state election ballots, **1998!**

- 1 Shaw Walker 3-drawer lateral fireproof cabinet: 13 *more* large bound

books (**some “moldy”!**) - real estate/personal property/MVE..., 1960's-70's

- “stack” of loose papers (approximately 10’): *more* school committee minutes, 1980's (*at least!*)

- 3 loose mag tapes!

- 1 Diebold large safe/approximately 107 *more* assorted size bound books (approximately 130’): real estate/personal property valuations & commitments, early 1900's-1980's/exemption records/selectmen MV records/abatement ledgers/”small” tax books, 1800's/commitment of water charges, 1980's/bills receivable, 1970's

- 1 24 inch box: census, **1985**

- 1 24 inch box: subdivision/site plan, etc., proposals, 1970's-80's

- 1 2-drawer 6x4 metal cabinet: A-Z street file, cross-reference map/

lot #'s

- 2 standard boxes: payroll & deduction registers, 15x11, 1979-80

- approximately 136 *more* assorted size bound books, lots of “loose”

pages (approximately 222’), 2 standard boxes: cash books/disbursements, 1980's; payables check registers, 1970's; employee earnings records, 1943-48/1963-1977; gl, 1930's-1980's; journal entries, 1940's; classification ledgers, 1918-1980's (*at least!*); bills receivable, 1980's, etc.

- approximately 170 *more* computer printouts, 15x11/15x8 ½, *some*

“loose” pages, “bundles/batches” of paper (approximately 720’): monthly payrolls/town & school deduction & payroll registers/quarterly earnings, 1978-1997; payroll worksheets, **1980's**; warrants, 1990's; check registers, 1980's-1990; ytd

payroll, 1980's; control totals, 1988; Worcester retirement, 1980's (**"filmed"**!); quarterly analysis reports, 1980-81 (**"filmed"**!); personal property/real estate/MV abatement packets & refunds, etc., 1985; treasury warrants, 1970's, etc.

- 4 large town issued "note books", 1980's
- 1 odd box: water tables/center for better living, 1988
- "stack" (approximately 8"): 7 *more* assorted permit books, 1980's-90's/

BOH journal books (AR ledgers, etc.), 1970's-90's

- 1 standard box/BOH: VNA status reports/flu clinics/VNA contracts/API/food service renewals/milk & cream, 1980's; selectmen minutes; building permits, 1981-83

- 1 standard box: Framingham clinic location application, 1976/waste-water reports, 1980's, etc.

- 2 standard boxes: *more* "old" studies/proposals (sewage disposal/transfer station/landfill/Park Central/engineering, etc.), **1970's-80's (at least!)**

- 1 standard box: sewage disposal permit applications/plans, 1980's

- 1 3 cube box (**"hodgepodge"**!): BOH test permits, 1979; phone message books, **1990's**; diaries, 1980's; garbage contracts, 1986-89; *more* VNA contracts, 1980's; *more* budgets/DEQE correspondence, **1980's**, etc.

- 3 3-ring binders: "old" manuals

- 2 odd boxes, few *loose* (approximately 5"): audited contracts & bids,

1970's-1991

- "batch" of paper (approximately 3"): schedule of treasurer receipts,

1970's

- “stacks” of manila folders (approximately 5”): various department schedules of payments to treasurer (receipts), **1970’s/veterans’** reimbursements from state, **1970’s**/journal entries, **1974-77**; Proctor School register reports, **1970’s**/payroll worksheets, **1966!**

- 1 3 cube box, 4 large kraft envelopes, “batches” (approximately 4”): *more* W-2’s, 1972-1973/1977-79/1994 (*at least!*)

- 1 odd box, 7 large kraft envelopes (approximately 8”): cancelled bonds/coupons, 1970’s-80’s

A few additional archival records are temporarily stored in a cubicle right outside of the town clerk’s office, with a few *more* records discovered in the file room/”kitchen”. Our inventory of these files revealed the following:

- 1 odd box, 1 small: census, 2013/2015
- 3 odd boxes: Stone Brook Village/Oregon Rd./84 Turnpike Rd./Woodland Meadows/0 Turnpike Rd./Madison Place, etc., 2010-13

- “stack” of hanging folders (approximately 6”): Loop group minutes, 1988/OT issues, **1980’s-90’s**/audits, 1970’s-90’s

- 1 standard box: *more* “general/miscellaneous” files, personnel board (employee ads-resumes-applications, **1970’s-90’s**/BOH hearing notices, 1970’s-90’s/Turnpike annual reports, 1990’s/mortgage discharges, **1980’s-90’s**/regional school agreement, **1985**/mosquito project, 1995-2011, *etc.*)

- 1 24 inch box (“**hodgepodge**!”): police employee applications & personal history statements, **back to 1980’s**/police hiring procedures

- 1 24 inch box: *more* “general/miscellaneous” files, C-E (Charter com-

mission, 1970's/community preservation act, petition, 2003, etc./bidding & contract info, **1980's/more** trust documents, 1960's-70's/*more* audits, 1970's-80's/public hearing notices, 1990's-2010/forest cutting regs, 1983/lots more deeds, **1950's-70's, etc.)**

- 1 standard box (*"crushed"*!): *more* "general/miscellaneous" files, A-P (accepted general laws, 1930-1998/land in agreement for sale, 1980's-90's/Assabet Valley high school proposal, **1968**/auctioneer licenses, 1985-2002/complaints, **1994-2010**/divorce papers, **early 1900's**/Homestead Act, 1990-2011/town plan, **1962**/orders of taking, 1978/open space plan, **1999**/subdivision rules & regs, **1980's, etc.)**

RECOMMENDATIONS

The establishment and maintenance of a comprehensive record retention program *is* an absolute necessity. Constantly changing laws and regulations, *as well as* new methods of automating records, all combine to “fog the air”. No outside consultant can actually solve the problem.

We have reviewed the state record retention schedules **AND**, there are really three big problems: (1) schedules are not “all-inclusive” – some records discovered during our inventory are not even referenced; (2) terminology and indexing are **often** inconsistent; (3) you are not adhering to *many* of these guidelines!

The bottom line is that a proper retention schedule should be created *and* “customized” to include not only information that is covered by laws/regulations but, *additional* information that is actually reflected in your files. **AND**, the terminology needs to be standardized – it is **not** unusual to find a record referenced by **more than one name** – CONFUSING! *If* you adopt our upcoming recommendations, then this step would be addressed as part of the labor. Our archives supervisors can be *extremely* helpful during any conversion, as they are trained to assist in “weeding through” the gray areas. Necessary questions would be asked in order to determine the necessity of retaining certain documents and for how long, such as alternative “back-up” documents, level of reference, and so on.

Next topic, **microfilming**. Simply put, any either semi-permanent or permanent records *are* “ideal” candidates for filming! **AND**, we discovered *several* proper film candidates located throughout the various storage areas:

- payroll/payroll registers/employee earnings records
- audits/financials
- minutes to meetings
- zoning/BOA case files
- legal files
- licenses/applications
- permits (building/plumbing & gas, etc.)
- appointments
- terminated employee files
- tax recaps
- form A files
- street files
- workers compensation files
- historical bound books
- *etc.*

By filming the preceding list of records, you not only preserve the *integrity* of these documents, but you would *also* “free up” the equivalent of approximately **four** sections of shelving at the same time – “**WOW**”!

Our suggestion is that you establish a yearly budget for microfilming to address the backlog, and turn the filming over to us, as no one on your staff has time to undertake such a project. Our costs for regular microfilming are \$48.15 per thousand documents, \$41.60 per thousand documents/automatic feed, \$55.37 per thousand documents for computer printouts/rotary hand feed, and

\$19.98 per duplicate roll, which should be created for security purposes and stored off-site. The filming cost *also* includes the proper destruction of documents upon approval from the state. Any preparation work (removal of staples, paper clips, reordering of material, repairing tears, etc.) is billed at \$155.00 per day. This last step can be eliminated by having your own staff prep the material before we take it to our lab.

Next, proper indexing should *always* be completed when filming is done. It is absolutely imperative that targets and indexing of rolls and boxes be done as a matter of routine. A history of transactions is totally useless if it is impossible to find anything! ***When we do microfilming for our customers***, the camera operator feeds a target into the camera *every ten feet*. Thus, a "ten-point indexing system" is established. For example, the top of the box would be labeled with the roll number and the contents of the roll: "Roll #117 - Minutes to Meetings, 1991". The ten reference points would then be listed on the label applied to the side of the box as follows:

- | | |
|---------|-----------|
| 1. 1/91 | 6. 7/91 |
| 2. 2/91 | 7. 9/91 |
| 3. 4/91 | 8. 10/91 |
| 4. 5/91 | 9. 11/91 |
| 5. 6/91 | 10. 12/91 |

Now let's talk about the legality of microfilm as it pertains to the storage of hard copy records that have been filmed. You will be happy to hear that there is a statute that has been adopted by *all* 50 states, which says that microfilm is legal,

with the exception of original loan notes and with a few big "ifs":

1. filming is done in a business like manner
2. film is indexed, cross-referenced, and labeled properly
3. appropriate facilities are provided for preserving and inspecting
filmed records
4. adequate equipment for viewing the records is available

Some of the "ifs" are rather vague, but the key point is that film must be in-
dexed, labeled, and stored properly so that reference is fast and efficient. ***If*** this is
the case, *then there is no need to keep both the hard copy records and the pro-*
cessed film of the same records! We also want to point out that ***you are much***
better off destroying records when you can as opposed to holding on to them
indefinitely!! As long as you have the records (hard copy, film, *e-mail*, fiche, *disk*,
etc.), the records can be subpoenaed, and you could be subject to fines, and so on.
In addition, "*unnecessary*" time is spent researching information that ***you shouldn't***
have anyway! All of these things can be avoided by adopting ***and*** following a for-
mal schedule of retention.

Archival records should be stored in a central location whenever possible,
and your basement is simply "ideal" for this purpose! With a realistic microfilm pro-
gram along with an honest approach to ***purging*** the archives, the amount of shelv-
ing and the number of boxes required *could be greatly reduced!!*

However, there is a series of problems with the manner in which records are
currently being stored. Let us list some of the more *obvious* ones:

1. proper indexing is ***not*** done

2. there is ***no*** location index
3. destruction dates are ***not*** assigned
4. *many* boxes are too long and too heavy to allow
for easy access and reference
5. box numbers are ***not*** assigned
6. too many “***space-consumptive***” file cabinets

Now, let us look at some “step-by-step” solutions. Number one is to have our records supervisor and staffers re-box records (as needed), and index those items which need to be retained according to guidelines. Any candidates for micro-film will be identified, and what is “left over” will simply be set aside for destruction (*with your approval, of course!*). This would include going through ***all*** of the records outlined in the inventory section!

Material to be saved should then be boxed in *standard records cartons*, which are “human-engineered”. We *strongly* recommend a **15x12x10** box with lid for many reasons:

- lid type boxes make references *infinitely* easier
- boxes are much lighter *and* easier to handle, and *at the same time*, strong and durable
- ability to store both letter and legal size
- maximum space utilization
- when purchased in lots, they cost only a fraction
of what you pay for those 24 inch deep boxes

A huge “**GOLD STAR**” here, as at least *some* of your records are already stored in

the appropriate size box – approximately 133! All of these boxes will simply be incorporated into the *new* archives system “as is”, only correcting indexing where necessary.

The next step is to establish ***and*** maintain a proper indexing system, *as well* as procedures for adding and retrieving records to and from storage. AND, based on the size of your archives, our “**computerized indexing and retrieval system**” is definitely the answer! An alphabetical listing of records, cross-reference listing by box number, department listings, destruction schedule are only *some* of the reports included in our archival three-ring binder with a companion disk as an option. We have brought along a sample log as part of our demonstration.

We also want to mention that it is not necessary for boxes to be returned to the *same* place on the shelving from which they were removed. The archival log can actually be used as a “locator record”, allowing you to place a box being returned in the first available space, thereby saving time. *The location is simply changed in the log!*

Based on the number of people and offices involved in your archives, another important component of the system is the use of a records transfer/request form, which would accompany each box forwarded to storage. The archives staff would record the box number on this form, and then return a copy of the form to the department. This procedure would enable departments to request boxes *by number*, thereby eliminating the need to search for records by title, which is *very* confusing. People often request records by the wrong titles, and there are often *multiple* boxes with the same title, both of which result in a *lot* of wasted time searching for

records! We have brought along a sample form for your review.

In any case, it is crucial that either a person or "team" of people be delegated the responsibility of maintaining the archives system – ***someone needs to "own it"!*** Anyone needing access to the storage area, *or* who needs to add material to the archives, must check with the person(s) responsible for the log book ***before*** accessing the stored records in order for a proper inventory to be maintained.

Once boxed, material should be stored on "real" archives shelving for maximum space utilization and ease of finding, 76"high x 42"wide x 15-30"deep. The majority of your existing shelving is simply ***not*** conducive to proper archival storage (lots of *wasted* space!), and should simply be replaced in order to *maximize* the use of your basement – "*half-height*" sections will remain "*as is*". The amount of *new* shelving and the number of boxes required depends on how "ruthless" you are with ***purging***. Since we could not possibly know just how much – ***if anything!*** – you intend to discard, ***or*** how much material will be microfilmed, we have outlined the equipment and supplies that would be necessary if you decided to retain everything, "***as is***".

Therefore, our recommendation is the purchase of **26** sections of *standard* archives shelving to be installed throughout the basement area *outside* the "cage" and the separate locked room. Each of these sections will be able to hold four adjustable shelves, three with three boxes across/two high/two deep (***depending on location!***), for a total capacity of approximately 936 boxes. Total cost for the new equipment, including installation, is \$10,504.00, plus shipping.

We want to stress that by adopting our preceding recommendations, all of the archival records presently stored in the separate locked room, *as well as* boxes “stacked” in the *map/plan cage*, will be incorporated with the “new” shelving system, thus freeing up these areas for *more* maps/plans storage, supplies, or whatever you wish!

Now, the *really* “**GOOD NEWS**” is that both the shelving *and* the number of stored boxes could be **greatly** reduced **IF** our recommendations regarding the microfilming of records previously listed, *as well as* the destruction of old records that have already *surpassed* the retention guidelines, are adopted! For example: paid invoices, *back to 1980’s*; correspondence, *back to early 1960’s*; budgets, *back to 1940’s*; “old” bids/proposals/studies/projects, *back to 1970’s*; “old” contracts, *back to 1970’s*; abatements, *back to 1990’s*; “old” subject files, *back to 1980’s*; cancelled checks, *back to 1980’s*; bank statements/recons, *back to 1990’s*; ucc’s, *back to 1980’s*; payroll worksheets, *back to 1960’s*; abutter lists, *back to 2007*; census, *back to 1985*; ballots, *back to 1980’s-90’s*, just to name a few! Between filming and destruction, at least the equivalent of 368 standard size boxes of records are involved - **WOW!!** A more precise count would be determined by our archives staff.

Labor to convert the records will require an estimated 36 days with our archives supervisor billed at \$480.00 per day (20 days)/one archives staffer at \$280.00 per day (16 days), *both* plus expenses. Such labor will include creating *new* boxes, indexing, incorporating about 133 *existing* standard size boxes into the new system, reorganizing all boxes/ books, etc. onto new shelving, and reviewing

all boxes for microfilm and destruction candidates. The computerized indexing system will *also* be created, a locator record will be included for each box, and any costs for disposal, etc., will be on a "pay as you go" basis.

You will also need to purchase several supply items: (1) 624 15x12x10 boxes at \$3.26 each; (2) 200 box labels at \$38.75 per C (*allows you to easily re-use boxes!*); (3) 8 1/2x11 transfer/request forms "kit" at \$52.25; (4) security tape (optional), \$64.00; (5) computerized indexing system/log, \$1,250.00.

All staffers should be instructed on the proper packing and indexing of a box, and prior to a box being placed in storage, a log entry must be made. While on the topic of proper packing, we *also* want to point out that only the *same* categories of records should be stored together in the same box (*no more "hodgepodge"!*). Each record category "should have" its own specific retention period, and unless the period is the same, the various records should **not** be stored together in the same box!

Before the conversion is complete, our supervisor will conduct a meeting for your employees in order for you to be able to maintain and perpetuate the system. Once the system is "up and running", our supervisor should then be scheduled once every six months - a year to "**audit**" the system and keep you "on track".

Lastly, we want to comment on all of those maps/plans. **AND**, our "guesstimate" is that you have *approximately* 4,000-4,500 assorted size maps/plans stored throughout the archives – *majority* rolled/some *loosely* filed, *majority* neatly stored *and* indexed!

To assist with the "challenge" of managing such files, we have created a

filing system and database specifically to address maps and plans, which we will demonstrate for you! And, due to *all* of the variables involved in such a project, labor is always quoted on a “per diem” basis.

In closing, we just want you to know that a *combination* of in-house and **KIS off-site storage** is also an alternative! Therefore, we have included the list of all costs involved with *our* Records Center at the end of this report. By entrusting your records to us, you not only address the space issue *but*, our staff will be available to assist with storage issues such as purging and destruction, *as well as* micro-filming, and so on - **we provide much more than just space!**

RECORDS CENTER

| | |
|---------------------------------|-----------------------------|
| A. Hard Copy or Film Storage | \$ 9.15 per cubic ft./yr. |
| B. Receiving & Shelving | \$ 3.90 per cubic ft. |
| C. Retrievals | \$ 11.75 each |
| D. Bulk Retrievals | \$ 65.75 per hour |
| E. Customer Requested Callbacks | \$ 5.80 per call |
| F. Photocopies | \$ 1.40 each |
| G. Destruction | \$ 5.70 per cubic ft. |
| H. Handling | \$ 4.85 envelope/postage |
| I. Pick-Up & Delivery | \$129.00 per hour/man & van |
| J. Extra Labor | \$ 84.00 per hour |
| K. Box Retrieval | \$ 12.15 each |
| L. Fireproof Storage | \$100.00 per cubic ft./yr. |

NOTE: New minimum charges as of 10/1/16 will be \$10.00 per month.
All yearly minimum bills will be \$120.00.

SUMMARY

Our report contains *all* of the necessary ingredients that you will need for a successful Records Management program. The implementation of these recommendations will allow you to *reduce* overhead, *increase* efficiency, *speed* service, and *minimize* the risk of legal exposure.

We hope that your future purchases of filing and storage equipment, filing supplies, and all other record-keeping materials would be more coordinated and standardized. By so doing, you can avoid small mistakes that lead to trouble, minimize your costs, and obtain quantity discounts, as well as many other benefits.

We *also* hope that the completeness, the professionalism, and the expertise reflected in this report will convince you to simply set your priorities and turn the implementation work over to our excellent staff. You will find them to be *extremely* efficient, unobtrusive, and very knowledgeable and helpful!

NOTE: After 30 days, any price changes that have taken place will become effective. All prices quoted are "plus shipping".



KING INFORMATION SYSTEMS, INC.

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August 28, 2017

Town of Southborough
17 Common St.
Southborough, MA 01772

Attn: Vanessa Hale

Dear Vanessa:

Attached you will find our report on Records Management with regard to the records located at 9 Cordaville Rd. As outlined in our original proposal, we have included a *comprehensive* records inventory, an analysis of your files and space, and some specific recommendations and suggestions. Wherever possible, we have included options that are viable, and where pertinent, price quotations and/or estimates.

We want to express our appreciation to *all* the people who were so helpful to us, who showed us around, answered our questions, and patiently cooperated in every way.

The appended report requires a series of decisions on your part. It may be necessary for oral discussions to precede these decisions, and we will be available for whatever time is needed to respond to your questions.

It should be pointed out that our suggestions are based on the best information that was available at the time. If conditions do change, we are always pleased to be informed and to update or change any of our recommendations.

We look forward to being of service to you, during and after the implementation of our suggestions.

Very truly yours,
KING INFORMATION SYSTEMS, INC.

Patricia M. Tigue
President

PMT/set
Attachment

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PREFACE

To assist you in following and understanding our report, we have used a number-letter system for filing equipment. Where applicable, the files are numbered, and drawers or compartments within a file are assigned letters. Thus, a four-drawer filing cabinet becomes "number 1", the top drawer is "1A", the second drawer is "1B", and so on.

Additionally, it should be noted that many small suggestions can best be handled on an oral basis and need not be in this report. Such recommendations have been made and will continue to be made during the implementation phase of the records reorganization project.

Many of our suggestions are primarily "human-related". By that expression we mean to convey the message that constant attention and policing are necessary to maintain any improvements that are made. ***A system is only as good as the people who maintain it!***

BOARD OF HEALTH

The largest file area in this department pertains to septic systems, and there is a total of approximately 4,200 properties in town with septic systems. An individual folder is created for each address with documentation set up in legal size manila folders with third cut assorted undercut top tabs/reinforced back flaps. Standard white labels are applied to the tabs, and they reference neatly typed/printed street address. A round red label applied in the upper right hand corner of the front flap indicates that the file has been “scanned” – *almost* all of the documents within each folder are being scanned, even “oversized” plans which are scanned at the town hall.

Some of the manila folders have an “inner” red or blue folder: blue signals loan program, red signals well installation.

The manila folders are then “bulk-filed” in legal size green *hanging folders* with clear or blue plastic tabs added in assorted positions along the front flap, inserts referencing typed/printed street name. And, exceptionally large files are set up in expansion pockets.

Material within the folders is *loose*ly filed, chronological order/most recent in front, and a sampling of the documents revealed the following:

- soil testing applications
- permits/certificates of completion & compliance
- lots of folded plans (11x17, 24x36)
- originals/copies of disposal system installer certificates

- sewer system applications (multiple pages)
- photos
- T-V inspection forms (17 pages)
- correspondence
- notice of enforcement conference/inspection reports (multiple pages)
- consent orders/notice of non-compliance (multiple pages)
- special permit applications
- swimming pool permit applications
- phone message slips
- property record cards
- subsurface sewage inspection forms
- soil suitability assessments
- loan program/amortization schedules
- betterment agreements (multiple pages)
- schedules of bills payable/invoices
- copies of deeds (legal size)
- system repair applications (multiple pages)
- permits to install well/certificate of completion
- well analytical results
- applications for well installation
- etc.

With the exception of folded plans, documentation is all *letter size*, there are lots of staples/paper clips/binder clips used throughout the material, some attach-

ments to documents *and* folders (phone slips/"sticky notes"/business cards), some duplication of documents, and the average number of documents per folder ranges from 15-86. Index guides are ***not*** installed, there is ***no*** "OUT" card system in place, and these files are accessed by three people on a regular basis.

The septic system folders are housed in 10 assorted standard steel lateral file cabinets. Units 1-5 are located in the outer office area beyond Tammi's desk.

1. AllSteel 5-drawer unit, 64 $\frac{3}{4}$ "high x 36"wide x 18 $\frac{1}{4}$ "deep/capacity 32 $\frac{3}{4}$ "re-

tractable front A, fixed fronts B-E/key lock top right

A. supplies

B. 2 Adams Circle – 16 Bantry Rd.; full

C. Barn Hollow "miscellaneous" – 46 Boston Rd.; full

D. 49 Boston Rd. – 61 Breakneck Hill Rd.; full

E. 66 Breakneck Hill Rd. – 125 Carriage Hill Circle; full

2. Steelcase 5-drawer unit, same as 1

A. Central St. "miscellaneous" – Computer Dr.; full

B. Constitution Dr. "miscellaneous" – 162 Cordaville Rd.; full

C. 175 Cordaville Rd. – Darlene Dr. Lot 56; full

D. 1 David Henry Gardner Lane – 31 E. Main St.; 30 $\frac{3}{4}$ "

E. 33 E. Main St. – 118 Fisher Rd.; full

3. same as 2

A. Fitzgerald Lane "miscellaneous" – 150 Framingham Rd.; full

B. Frank Rossi Dr. (*"misfile"!*) – 1 Harvest Lane/Hendries addition (*"misfile"!*);

30"

- C. 1 Heather Lane – 7 Independence Dr.; 28 ½”
 - D. 2 Jacobs Lane – 8 Kennedy Lane; full
 - E. 1 Kidder Lane – 1 Lincoln Lane; full
4. same as 2
- A. supplies
 - B. Lovers Lane “miscellaneous” – 24 Main St.; full
 - C. 25 Main St. – 156 Main St.; full
 - D. 158 Main St. – 122 Marlboro Rd.; full
 - E. 124 Marlboro Rd. – 120 Middle Rd.; full
5. Hon 5-drawer unit, 67”high x 36”wide x 19 ¼”deep/capacity, 33”/retractable front A, fixed fronts B-E/key lock top center
- A. empty
 - B. 123 Middle Rd. – 97 Mt. Vickery Rd.; full
 - C. 2 Nathan Stone Rd. – 6 Nipmuc St.; 30”
 - D. 1 North St. – 98 Oak Hill; 25”
 - E. Oland Lane “miscellaneous” – 19 Orchard Rd.; 11”

Units 6-10 are located in a separate room within the department.

6. AllSteel 5-drawer unit, 65”high x 30”wide x 18”deep/capacity, 26 ¾”/retractable front A, fixed fronts B-E/key lock top center
- A. supplies
 - B. Oregon Rd. “miscellaneous” – 20 Parkerville Rd.; full
 - C. Parkerville Rd. landfill closure, Neary School, Trottier School (separate “bulky” files); full

D. 22 Parkerville Rd. – 262 Parkerville Rd.; 23”

E. Parmenter Rd. “miscellaneous” – 17 Pine Hill Rd.; full

7. same as 2

A. supplies

B. 19 Pine Hill Rd. – 12 Powder Mill Lane; 28 ½”

C. 2 Prentiss St. – 22 Red Gate Lane; 30”

D. 2 Reservoir Dr. – 8 Rock Spring Lane; 27 ½”

E. 1 Saddle Hill Lane – 38 Sears Rd.; full

8. Steelcase 5-drawer unit, 63 ¾”high x 30”wide x 18 ¼”deep/capacity, 26 ¾”/retractable front A, fixed fronts B-E/key lock top center

A. supplies

B. 39 Sears Rd. – 12 Southville Rd.; 25”

C. 15 Southville Rd. – 40 Southwood Dr.; full

D. 2 Spring Meadow Dr. – 17 Tara Rd.; full

E. 2 Ted Lane – 48 Turnpike Rd.; 25 ½”

9. same as 8

A. 50 Turnpike Rd. – 144 Turnpike Rd.; full

B. 154 Turnpike Rd. – 255 Turnpike Rd.; 25”

C. 258 Turnpike Rd. – 359 Turnpike Rd.; full

D. 365 Turnpike Rd. – 70 Valley Rd.; 24 ½”

E. Vickery Hill Lane – 9 Waterview Terrace; full

10. Steelcase 4-drawer unit, 52 ½”high x 36”wide x 18 ¼”deep/capacity, 32 ¾”/fixed fronts/key lock top center

- A. Watkins Glen-Richard Rd. – 17 Whistler Lane; 28 ½”
- B. White Bagley “miscellaneous” – 7 Wither Bee Lane; 27 ¾”
- C. Wolfpen “miscellaneous” – 59 Woodland Rd.; 27 ¾”
- D. 66 Woodland Rd. – 13 Wyndemere Dr.; 30”

Food Licenses – There is a total of 65 food license files with documentation set up in more legal size manila folders, which are again “bulk-filed” in legal size green *hanging folders*. White labels are once again applied to the manila folder tabs, referencing neatly typed/printed name, and there are no tabs on the hanging folders.

A sampling of the documents within the folders revealed the following:

- licenses
- permit applications (multiple pages)
- training certificates
- insurance binders/affidavits
- employee notices
- inspection reports
- septic installer licenses
- license applications to manufacture frozen desserts/ice cream
- correspondence
- etc.

Once again, the documents are all letter size, there are lots of staples used throughout the material, and the average number of documents per folder averages 26 with a few high counts over 150.

Index guides are not installed, and these files are housed in two drawers of another Steelcase 4-drawer lateral unit, same as septic unit 10.

1. A. 1 day licenses (1 folder!)/Heritage Day/Summer Nights.../136 Turnpike Rd./144 Turnpike Café.../Albert E. Woodward Elementary School cafeteria – Rose Garden Restaurant; 27 ½"
- B. Recession Stand LLC – Yummy Mummy Berries, 11"/few temporary licenses/non-active licenses, A-Z; 15"
- C.-D. nursing files

Assorted Licenses – Documentation for installer, pumper, and tobacco licenses is set up in the same combination of legal size manila/hanging folders (no tabs) as previously described for septic files/no index guides.

Folders are housed in three drawers of one Premier 4-drawer legal size vertical file cabinet, 52"high x 18 ¼"wide x 26 ½"deep/capacity, 24" (*reduced* due to hanging racks).

1. A. installer licenses (total, 55): Arruda – Willey, 11"/inactive files, 5"
- B. pumper licenses (total, 18): Able Septic – Wind River Environmental, 7"/inactive files, 3"
- C. empty
- D. tobacco licenses: Bill's Liquor, Inc. – Turnpike Food & Liquor Mart, 3"/inactive files/"miscellaneous" files

Camp/Pool Files, etc. – Documentation here is loosely filed in letter size manila folders with third cut assorted undercut top tabs. Standard white labels are applied to the tabs/neatly typed or printed title or name.

These files are housed in one 2-drawer letter size vertical file cabinet, 27 ¼"high x 15"wide x 29"deep/capacity, 24"/key lock top center.

1. A. beaver permits (only 3)/camps (total, 14): Abbey Villa Soccer Club – St. Mark's Explo Camp, "miscellaneous"/funeral directors (only 1)/pools (total, 6): Fay School – St. Mark's/stable permits (total, 17): 22 Bigelow Rd. – 240 Parkerville Rd./"old" massage licenses; 24"
- B. "miscellaneous"/working files

Lastly, minutes/"miscellaneous" files are housed in one 2-drawer wooden lateral file cabinet, 30"wide/part of credenza.

1. A. minutes, "bulk-filed" letter size green *hanging folders*: 2012-2015; 9"
- B. - minutes (same as above): 1961-1990/1992/1994-1995; 10"
 - open meeting law, 2009/tobacco regs, 2014-15/mandatory pumping reg, 2014-15/conversations before crisis, 2014/correspondence, 2013-16/annual reports, 2012-16/budgets, 2014-16/expenditure reports, 2013-15/fee schedules, 2013/payroll, 2015/etc.; 12"

There are *also* two map/plan cabinets located here: 1 10-drawer Mayline unit, 1 5-drawer unit.

COA

Archival records here consist of a total of 53 assorted size 3-ring binders, which are arranged on a 2-shelf wooden bookcase in the kitchen area/approximately 114”:

- 12 = bills, 2011-16
- 1 = program/volunteer coordinator grant, 2010-11
- 1 = Baypath Elder Svcs. - men's group grant, 2013-14
- 1 = Baypath volunteer coordinator grant, 2009-10
- 1 = Baypath volunteer coordinator & fitness grant, 2011-14
- 1 = Baypath 2012-13
- 1 = formula grant, 2002-03
- 9 = formula grants, 2003-07 & 2009-16/annual reports 2003-06 & 2008-15
- 1 = title III grants (strength & conditioning), 1998-2001
- 1 = state grant expenditures 2001-02
- 2 = formula grants, 1998-2001 & 2008/annual reports, 1998-2001 & 2007/incentive grants, 1998-2000 & 2008
- 1 = incentive grant, 2006-07
- 1 = incentive grant, 2010/outreach, 2000
- 1 = state grants/annual reports, 2002
- 2 = volunteer, 2006/policies & procedures manual, 2008
- 1 = Southborough community fund, 2015-16

- 3 = COA membership (annual dues/copies of checks...), 2012/2014/

2016

- 3 = COA records (minutes/agendas), 1998-2009
- 8 = tax work-off sheets (timesheets!), 2009-17
- 1 = newsletter postage, 2012-16
- 1 = handyman program 2012-16

FACILITIES

There are only a few records housed in this area between Sue's and John's offices. The majority of the records in Sue's office is simply disposed of once reference is no longer needed, as this information is *duplicated* at the town hall (accounts payable)! Documentation is simply "bulk-filed" in *more* letter size green *hanging folders* with clear tabs/typed inserts, no index guides installed.

1. 5-drawer lateral cabinet, 65"high x 42"wide x 18"deep/capacity front-to-back, 15" (3 rows)/key lock top center
 - A. supplies/manuals
 - B. accounts payable (1 folder per vendor, 2009-present): AAA Laser – Gustafson Plumbers, Inc.; 26 ½"
 - C. Harrington – Simplex Grinnell; 32"
 - D. only 2 rows
 - Southworth-Milton – Zinc Interior Design; 12"
 - "miscellaneous" files: fuel oil bids, 2015-17/National Grid bids ("going green"), 2015-17; 15"
 - E. empty
2. 2-drawer lateral cabinet, 29 ½"high x 36"wide x 19 ½"deep/capacity, 32 ¾"/key lock top center
 - A. utility payables, FY'14-17/work orders, FY'14-17/payroll weekly, FY'14-17/payables, FY'13-17; 26"
 - B. ledger history, FY'15-16/annual projects/*more* fuel oil bids, FY10-11 &

FY'13; 4"

Lastly, in John's office equipment manuals/specs... retained for reference are housed in two drawers of one 4-drawer lateral file cabinet.

BUILDING

Records in this area consist of rolled maps/plans only. In the attic there is a total of 189 tube files/combination of 30 inch and 38 inch arranged on four sections of steel shelving, 78"high x 48"wide x 24"deep/5 tiers. These tubes are arranged in one big A-Z file by street/name with indexing simply handwritten on the tube "cap".

RECOMMENDATIONS

BOARD OF HEALTH - In developing our solutions to your filing difficulties, the goals that we have kept in mind as we considered the alternatives are:

1. space reduction and utilization
2. accuracy and efficiency
3. allowance for growth
4. accessibility and convenience for users
5. cost justification
6. speed of retrieval
7. built-in tools for future file management

The information that follows will enable you to fulfill and achieve all of these goals!

As far as the *method of indexing* is concerned, your files should *obviously continue* to be arranged A-Z by street name/numerical order within; however, a ***color-coded alpha-numeric*** system is *definitely* the “way to go” here for the sake of accuracy and efficiency! **AND**, you can even take the color-coding one step further by adding a “color signal” to the folder edge to indicate *loan program/well installation/scanned or whatever you wish*. This system of signaling files is being used by many of our clients, *and they all swear by it!*

We *also* recommend that you expand this file to include the licensed establishment files and miscellaneous permits currently arranged in *multiple* separate files (at least six-eight!). Once again, colored Tabbies can be added to the folders to denote categories.

Having said all that, our next recommendation pertains to the folders, and the *majority* of the documentation should be transferred to *sturdy, letter size kraft* folders based on the documentation counts and to the fact that these files are considered to be “permanent”. Folders will have a “cut down” front flap and a reinforced *right end tab* to accommodate numerical *shelf filing*. For those exceptionally large property files or properties with *multiple* “bulky” drawings, an expansion right end tab pocket will *either* be used *in addition to* or *in place of* the kraft folder, just as you’re presently doing.

The next step is the application of a colored alpha label, one label per folder/pocket. The 26 letters of the alphabet are each assigned a color, and the same color is repeated more than once; but, “like” colors are differentiated by a stripe. The result, 12 *solid* colored labels and 14 *striped and colored* labels!

The alpha label applied to each folder/pocket identifies the *first* letter of a street name, and the placement of the label *alternates* between the top and the bottom along the side of the folder. For example, "A" is applied to the top edge of the folder, "B" to the bottom edge, "C" to the top edge, and so on. This procedure will not only assist in filing and retrieval *but*, it will *also* help to prevent “misfiling”!

To *further* “fine tune” the system, each digit of the address will *also* be identified using white numerical labels applied in the center of the folder/pocket end tab. And, *pressure-sensitive* standard white labels will be appropriately applied in the upper right hand corner of the back flap with street address neatly typed (*or, laser printed!*).

The final step here is the addition of letter size green pressboard index

guides with third cut black metal *horizontal* end tabs in the #1 position. A guide will be created for *each and every* street with tab inserts referencing neatly typed or printed street names. Secondary guides may be added “as needed” for those streets with a large number of properties (for example, Turnpike Rd.).

Having said all that, the successful operation of this filing system, *and any filing system*, is dependent upon the proper use of a “**charge-out system**”. Lack of control over the removal of files is a problem. *Rank cannot have privileges. Deviations should *not* be made, no matter who requests the material *or* for how long. If it leaves the file, it *has* to follow charge-out procedures”.

Red vinyl "OUT" guides should be ordered, which are made with two “pockets” - one for interim filing for when a folder is off the shelf, and one for a 5x3 *requisition slip* indicating “who” has the folder. The letters "OUT" appear on the *outer edge* of the guide, *clearly visible*, thereby expediting the return of the folders to the file - and in the right place!

The following supplies and labor will need to be ordered for conversion:

| | | | |
|----|----------|---|------------|
| A. | 500 | #61757 letter size horizontal, end tab, blank index guides. Cost, \$226.00 per C. Total cost, | \$1,130.00 |
| B. | 4,500 | #CCK-17 letter size 17-point kraft folders, “cut down” front flap, right end tab. Cost, \$440.00 per M. Total cost, | \$1,980.00 |
| C. | 18 pkgs. | #59430 white labels, pressure-sensitive. Cost per pkg., \$4.10. Total cost, | \$ 73.80 |

| | | | |
|----|--|--|----------|
| D. | 52 pkgs. | Alpha Kolor I tabs at \$3.50 per pkg. Total cost, | \$182.00 |
| E. | 30 rls. | #11830 series plain numerical labels, 0-9. Cost per roll, \$7.00. Total cost, | \$210.00 |
| F. | 100 | #FST-1514TY letter size 25-point 1 ¾ inch expansion pockets, "cut down" front flap, right end tab. | \$370.00 |
| G. | 25 | #VS-168 letter size red vinyl "OUT" guides, right end tab. | \$ 31.00 |
| H. | 100 | 5x3 requisition slips. | \$ 11.20 |
| I. | 4 boxes | #1600 series Tabbies to signal categories at #23.85 each. Total cost, | \$ 95.40 |
| J. | Labor to convert. It will be necessary to type (<i>or, laser print</i>) approximately 4,500 address labels and apply to new folders/pockets. Documentation will be transferred from "old" folders/pockets to <i>new</i> "as is", colored alpha tabs and numeric labels will be applied, with pockets created "as needed". Finally, index guides will be installed, Tabbies applied, folders/pockets re-filed properly onto <i>new</i> equipment, and your staff will be trained in the maintenance and perpetuation of the new system. | | |

We would assign one of our records management supervisors, who is billed at \$360.00 per day, plus expenses, and one of our staffers, who is billed at \$295.00 per day, plus expenses, for

an estimated 20 days to complete the conversion for you based on converting approximately 4,500 files.

Our final topic pertains to equipment, and there really is only *one* way to go – the ***open shelf movable*** filing method!

To assist you with your decision-making process, please make reference to the following chart. It shows the physical characteristics of your present system (units 1-10):

| | | |
|---------------------------|---|---------------------|
| 1. floor space used | = | 86.9 square feet |
| 2. filing capacity | = | 1,516 filing inches |
| 3. filing inches consumed | = | 1,249 filing inches |
| 4. available expansion | = | 267 filing inches |

*less approximately 177" for supplies!

By using the ***open shelf*** filing method, we can fit a *maximum* number of records into a *minimum* amount of space. For example, nine sections of letter size, 36 inch wide shelving, seven tiers high, will hold 2,205 filing inches and require *only* 31.5 square feet! In other words, such a system would provide you with approximately an additional 956 filing inches over the 1,249 inches presently *consumed* for files - about 76% growth!! *AND*, at the same time, *reduce* your floor space requirement by ***“way more than half”*** - a walloping 55.4 square feet!!! ***MAGIC!!!!***

Approximately 73 inches in height and 13 3/16 inches in depth will be needed for each section, and all of this equipment will *easily* “fit” in the file room located off the department! Total cost for the equipment, including installation, is \$8,973.00, plus shipping.

Lastly, we just want to point out that *scanning* is a great “tool” **but**, it can-
not be relied upon for “permanency” due to the potential for *many* technology
 changes down the road – “**microfilming**” is the *only* way to properly preserve
 and protect permanent records!

COA – “**GOOD NEWS**”! All grant files/binders *older* than seven years
 can be destroyed according to federal retention guidelines (approximately 10
 binders). And, time sheets older than three years can *also* be destroyed!

FACILITIES – Simply put, there are **no** major changes to make in this
 area, as the majority of documentation is simply *duplicated* elsewhere! However,
 you would benefit from the installation of “drawer organizers” and *sturdy* kraft
 folders, replacing “cumbersome/space-consumptive” *hanging folders* – a waste
 of at least 40% of the space within *each* file drawer!!

A. 15 inch deep organizers/cost, \$35.75 each

B. 11-point #10786 letter size kraft folders/cost, \$44.96 per C

BUILDING – There is room for additional shelving to accommodate
 growth for maps/plans in that second floor file room: 4 sections of 42x30 shelv-
 ing/cost, \$1,616.00. Plan boxes, 10x10x10, should also be ordered at \$3.95
 each. Equipment/supplies “plus shipping”.

Map/plan database was previously demonstrated to the staff at our pre-
 sentation on 10/26/16, which we will gladly repeat for you! And, labor to esta-
 blish the tracking system is quoted on a “per diem” basis due to all of the vari-
 ables.